


Hotelie

Spring 2011





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CLASS OF '04



Cornell University
School of Hotel Administration

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Stephen is just one of the people of the Cornell School of Hotel Administration—driving the industry forward for nearly 100 years. The First. The Future.

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Hotellie

Spring 2011

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The Park Hyatt New York, opening in 2012 on West 57th Street across from Carnegie Hall, will be the brand's new flagship hotel.

On the cover:

Shenzhen, Guangdong, China, sister city to Hong Kong. Since being designated as a special economic zone by the Chinese central government in 1980, Shenzhen has grown from a small fishing town to a prosperous center of commerce and major export hub. ©2011 carstenschael.com

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Refining our global strategy

Growth in the worldwide hospitality industry has been moving in tandem with the booming expansion of new markets in Asia, Latin America, and other regions, creating strong demand for skilled employees at all levels. For our school—the preeminent hospitality program in the world—the urgent demand for hospitality education and training presents a compelling set of challenges and opportunities, as does the potential to generate new knowledge for our students and the industry. Addressing those challenges and opportunities has been one major thrust of the work our faculty and administration have been doing to refine and implement our global goals.

We began this process two years ago with the help of SchellingPoint, a consulting firm that specializes in facilitating group decision-making. After an initial survey of faculty goals, assumptions, barriers to success, and unintended consequences related to broadening our global platform, we moved on to more focused discussions of high-priority topics. Based on those discussions, we are now moving toward implementation in four distinct areas: undergraduate programs, the MMH program, executive education, and faculty research.



The first of these four undertakings is focused on developing separate models for our undergraduate students to study abroad and for undergraduates from other countries to study here. We already welcome a small number of students from programs in other countries, but we have the capacity to accommodate as many as 35 inbound students per semester. The obstacle for many potential visiting students is the relatively high cost of Cornell tuition. The success of this effort will therefore depend on our ability to work with our global academic partners to identify the financial means to bring more international students to our school. Bringing the world to our school would greatly enhance the quality of every student's educational experience and enrich the entire culture within Statler Hall.

In building our outbound student model, our first goal is to identify top-quality universities where our students can attend classes with residents of the host country and qualify for university housing. We plan to couple that coursework with semester-long hospitality internships, offering Cornell credit for both. Toward these ends, Nancy Weislogel, director of operations and international collaborations in the school's Office of Executive Education, has begun reaching out to academic institutions in a number of major hospitality centers abroad.

On the graduate level, we are working with Chris Chan, who took over as dean of the Cornell-Nanyang Institute (CNI) last November, to grow that program. Chris has been very active during his short tenure in his efforts to generate collaborations and recruiting relationships with employers in Asia; he has conducted corporate visits throughout the region with more than 30 companies. In addition to his efforts, two SHA faculty members, Professors Sherri

Kimes and Dan Quan, commit one semester each per year to teaching at CNI, a robust investment from our faculty.

For both graduate instruction and executive education, we plan to increase our use of blended technology-based learning (BTBL) programs through a combination of distance learning, faculty on the ground in foreign countries, and eCornell offerings. Besides minimizing expense and time lost to traveling, BTBL is a very scalable means to meet the burgeoning international demand for access to our faculty. The school is currently delivering custom, blended-learning executive education programs in Egypt, India, and Ireland, with programs being planned for three other regions as well. In all, our Office of Executive Education offers over 40 eCornell courses developed by SHA faculty members and currently sells approximately 13,000 courses annually through 11 certificate programs.

In addition to increasing the reach of BTBL programs, we want to extend the model to academic programs as well by marketing our online courses to other business programs and allowing them to grant their own course credit to the students who take them. For example, our Professional Development Program is now being offered for four weeks as a component of ESCP Europe's MBA program. ESCP Europe is an elite and long-established business school based in Paris with branch campuses in several other European cities.

On the research front, we have been working with Professors Rohit Verma and Jan deRoos '78, MS '80, PhD '94, executive directors of the Center for Hospitality Research (CHR) and the Center for Real Estate Finance (CREF), respectively, on ways for the faculty to gather more international content. A

growing number of our faculty members are active abroad, engaging with hospitality companies and university programs around the world. The following examples are only a small sample of our faculty's overseas activities.

Rohit, who is a professor of service operations management, in 2010 moderated two panel discussion sessions during the International Hotel Conference in Venice; co-organized a roundtable, Hospitality Ratings and Rankings, with the CNI in Singapore; presented seminars at universities in Portugal, the Netherlands, Spain, and Germany; gave an executive education session for a Sathguru course in India via videoconference; presented an executive development course in Macao; and served on the PhD dissertation committee for a student at Alexandria University in Egypt.

Jan, the HVS Professor of Hotel Finance and Real Estate, is working with the University of Strathclyde in Glasgow, Scotland to develop a master's degree program there. He will teach a course for them in asset management. CREF faculty members Crocker Liu, the Robert A. Beck Professor of Hospitality Financial Management, and Dan Quan, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, recently launched the CREF Hospitality Indexes, a series of revenue indexes for the U.S. and Asian lodging industries. Peter (Peng) Liu, assistant professor of real estate, gave multiple invited presentations last year at conferences and universities in Singapore, Hong Kong, Beijing, Chile, and elsewhere.

Bruce Tracey, associate professor of management, has taught executive education programs in Egypt, Germany, Singapore, the Dominican Republic, Mexico, and Canada. In addition, he has taught short courses for degree pro-



Sheryl Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, teaches via videoconference from Singapore to MMH '11 students there and in Ithaca. Students in her class worked in virtual teams on six projects centered on Dubai, Mumbai, Delhi, Bali, Manila, and Las Vegas.

grams in Finland, France, Switzerland, Singapore, and elsewhere. His research consultancy work has been sponsored by several firms in other countries, including Mövenpick Hotels and Resorts in Zurich, Switzerland.

Sherri Kimes recently led the CNI's MMH class to Bali, Indonesia for a first-hand look at the hospitality industry there. She provided a seminar for the Singapore Hotel Association, was a keynote speaker for the Asian Eye for Travel conference, and wrote a number of Asian-based cases.

Members of our senior administration also have active travel itineraries. Steven Carvell, associate professor of finance and associate dean for academic affairs, recently participated in conferences in Barcelona, Berlin, and Mexico City. Our school was the exclusive academic partner of the International Tourism Summit in Barcelona, an invitation-only conference organized by IESE Business School of the University of Navarra. Steve and Rohit both led panel discussions there. In Berlin, Steve moderated a panel discussion as part of the International Hotel Investment Forum. He also led a panel at the Mexico Hotel and Tourism and investment Conference organized by Stephen Rushmore '67, president and founder of HVS. This month (May), he is attending the Arabian Hotel Investment Conference in Dubai.

Jon Denison, associate dean for external affairs, traveled to India, Laos, and Hong Kong last fall. My own travels in the past year have taken me to Cartagena, Mexico City, and Dubai.

Jon is working with Rohit to develop an international summit—a daylong program incorporating elements of the CHR Roundtable Series and the Dean's Leadership Series—to be held this fall in Mumbai. Jon and Rohit envision holding future editions of the summit in China, Europe, and other overseas locations.

We are committed to doing all we can to help the hospitality industry flourish in developing markets around the world. We will continue to seek ways to extend our impact as far and as deep as we can by providing immersive learning experiences for our students and for visiting students, expanding our offerings in blended technology-based learning, and partnering with industry and academia to develop our understanding of international hospitality issues through research.

Sincerely,

Michael D. Johnson
Dean and E. M. Statler Professor of
Hotel Administration

Newsmakers



Harris Rosen '61

Cornell honors Harris Rosen

Orlando, Fla. hotelier **Harris Rosen '61**, president and COO of Rosen Hotels and Resorts, was honored for two days in April as Cornell's Entrepreneur of the Year, an award given annually to an alumnus/a who best exemplifies entrepreneurial achievement, community service, and high ethical standards. He is the first Hotelier to be so honored since 1989, when the award was presented to Burger King co-founder James McLamore '47.

Rosen purchased a bankrupt 256-room Quality Inn in Orlando in 1974; today the property has 728 rooms. He also acquired the International Inn, recently renamed the Rosen Inn, and constructed the 1,020-room Quality Inn Plaza—now the Rosen Inn at Pointe Orlando—which for a time was the largest Quality Inn. His other properties include the 640-room Comfort Inn at Lake Buena Vista, the largest Comfort Inn in the chain; the 1,334-room Rosen Centre Hotel; and Rosen Shingle Creek Resort, a 1,500-room, AAA Four Diamond-rated convention hotel and golf course.

Rosen created a self-insured initiative, including an onsite medical center with two full-time physicians and 28 staff members, to provide healthcare for his 4,500 employees and their dependents. He also worked with community leaders in Tangelo Park, a disadvantaged

Orlando neighborhood, to create a program—which he underwrites in its entirety—that offers free preschool, parent mentoring programs, and many other benefits as well as fully paid access to college or vocational education. Additionally, Rosen donated 20 acres of land to the University of Central Florida for the Rosen College of Hospitality and funded an endowment that provides about 100 scholarships.

In 2009 and 2010, the *Orlando Business Journal* recognized Rosen as a Healthcare Hero and one of the area's top 10 CEOs, a recognition he has received for many years. In 2007 he was honored by readers of *Orlando Magazine* for making the Best Contribution to Orlando and as one of the area's Most Influential Executives. He was also named Best Corporate Citizen by the magazine in 2006, 2007, and 2010.

Rosen has also been honored with Sustainable Florida's Legacy Award, as Citizen of the Year by the Florida School Board Association, and with induction into the Visit Florida Tourism Hall of Fame.



Anna Francke, MMH '11

A third that's a first

Anna Francke, MMH '11 was awarded third place in the Hyatt Student Prize Competition 2010, an invitation-only competition held in Europe in

December. This was the first year that Cornell was invited to compete in the event, which was also open to 15 other master's-level students, all from European hospitality programs. After making it to the final round, Francke flew to Paris to be interviewed in judging by 13 distinguished representatives of the entertainment, literature, arts, and luxury markets.



Jeff Broadhurst '91

Local actions, national recognition

Eat 'n Park Hospitality Group, a Pittsburgh-based foodservice and family dining chain headed by **Jeff Broadhurst '91**, was named one of the nation's leading ethical companies last October as judged by the American Business Ethics Award program. Eat 'n Park won in the large company category for its dedication to team members and the local community after winning the Pennsylvania Association for Sustainable Agriculture's ethics award earlier in the year. Eat 'n Park recently implemented several greener business practices, using wind energy, reducing waste, recycling fryer oil, and purchasing more than \$17 million of locally grown produce, an effort that garnered the 2009 Harvest Award for Connecting Communities, Farmers, and Food from Glynwood, a nonprofit organization whose mission is to save farming in the Northeastern U.S. and increase access to locally produced and sourced foods. Eat 'n Park returns

at least five percent of pretax revenue to the community, and the company's Caring for Kids fundraising campaign has raised over \$7 million for children's hospitals across three states.



David Dodwell '71

The Caribbean host with the most

David Dodwell '71 was named the 2010 Caribbean Hotelier of the Year at the 2011 Caribbean Hotel and Tourism Association Marketplace in Jamaica, the highest honor awarded by the association. **Peter Yesawich '72, MS '74, PhD '76** of Ypartnership presented the award. Dodwell was honored for his performance in hotel operations, food and beverage, marketing, property maintenance, and staff training and motivation as well as his commitment to the surrounding environment and community as owner of the historic Nisbet Plantation Beach Club on Nevis Island in St. Kitts. In addition to Nisbet Plantation, which gained recognition from *Travel and Leisure* this year as the number-one hotel in the Caribbean, Bermuda, and the Bahamas, Dodwell owns The Reefs, a renowned beachfront property in Bermuda that was twice named the number-one hotel in the Atlantic in the Condé Nast Traveler Readers' Choice Awards. Dodwell has served as president of the Bermuda Hotel Association and as Bermuda's minister of tourism.



D. Teddy Zhang '97

One of China's best

D. Teddy Zhang '97 was named one of China's Top 10 Distinguished CEOs at last October's 2010 China CEO Summit Forum, where he also appeared as a keynote speaker. Zhang is president and CEO of HUBS1, China's largest business-to-business hotel reservation platform and the only such Web-based system created in Mandarin. During the 60th anniversary of the People's Republic of China in 2009, he was recognized in *China Daily's* "60 Years, 60 People, 60 Stories" special edition as one of 60 individuals in different industries who have made distinguished contributions to the development of China. In 2008 Zhang was named the Most Influential CEO by China Hotel Online Distribution. He is a member of the SHA's Young Alumni Advisory Council.

Cleveland has angels

Lifelong philanthropists **Lee '54 and Jane Seidman** recently kicked off Case Western Reserve University Hospitals' \$1 billion fundraising effort by donating \$42 million, the largest gift in the 144-year history of the Cleveland, Ohio-based hospital system, to establish the Jane and Lee Seidman Cancer Center, a 150-bed facility opening this spring. The Seidmans recently pledged an additional \$6 million to help finance a 72-bed patient tower and gave \$1 million for the Rainbow Babies and Children's



Lee '54 and Jane Seidman

Hospital in 2008. Lee Seidman founded the Motorcars Group in 1958 and built the company into one of the nation's largest networks of auto dealerships.

Making spirits bright

Professor Emeritus **Richard Moore, Eng '67, MEng '68, MBA '70** is using his hospitality and business expertise to bring the soldiers overseas some homegrown holiday spirit. Moore, who owns Moore Tree Farm in Groton, New York with his wife, Kay, is president of the National Christmas Tree Association (NCTA). As such, he played an integral role in the development of the Christmas SPIRIT Foundation and the Trees for Troops program, a collaboration between the foundation and FedEx that delivered 66,733 Christmas trees to military facilities in the United States and overseas between 2005 and 2009. The Moores were also present for the delivery and presentation of the White House Christmas tree on November 26, 2010. The tree is chosen in annual judging by the NCTA.

Iconic event honors Hiltons, Nieporent

At least 800 alumni and other industry leaders and friends are expected to gather at New York's Waldorf-Astoria Hotel on June 7 for the School of Hotel Administration's premier networking event, the Cornell Icon and Innovator Awards Dinner. This year's gala, the third in a series that became an instant tradition when it was first held in 2009, will honor the Hilton family and the Conrad N. Hilton Foundation with the Cornell Icon of the Industry Award. The Cornell Hospitality Innovator Award, which has been given annually since 2006, will be presented to celebrated restaurateur Drew Nieporent '77.

Chris Nassetta, CEO of Hilton Worldwide, this year's title sponsor, will present the Cornell Icon of the Industry Award with Michael D. Johnson, dean and E. M. Statler Professor of Hotel Administration. David Marriott, son of J. W. "Bill" Marriott, the inaugural Icon Award honoree, will also participate in the program.

More than 830 people turned out for last year's dinner, held at the American Museum of Natural History in New York, to pay tribute to Icon Award winner Charles F. "Chuck" Feeney '56. The event marked the first time that Feeney, who co-founded Duty Free Shoppers and later turned to international philanthropy on an unprecedented scale, had consented to be honored publicly. Adding to the luster of the evening was the presentation of the Innovator Award to Sol Kerzner, founder, CEO, and chairman of Kerzner International.

Members of the Hilton family, former owners of Hilton Hotels, maintain stewardship of the family philanthropic enterprise established by Hilton Hotels founder Conrad N. Hilton in 1944. The famed hotelier directed that his fortune be used to help the world's disadvantaged and vulnerable people; from its inception through 2010, the Hilton Foundation awarded nearly \$940 million in grants, distributing more than \$100 million in 2010. The foundation works to provide safe drinking water, end chronic homelessness, prevent substance abuse, care for vulnerable children, and extend Conrad Hilton's support for the work of Catholic Sisters.

Barron Hilton, a son of Conrad Hilton, serves as chairman of the Hilton Foundation board, while another son, Eric, serves as a director. Barron's son, Steven Hilton, serves as president and CEO of the foundation. Other Hilton family members serving on the board include Conrad Hilton, III, Hawley Hilton McAuliffe, P '10, and William B. Hilton, Jr.

The foundation annually awards the \$1.5 million Conrad N. Hilton Humanitarian Prize—the largest humanitarian prize in the world—to a nonprofit organization doing extraordinary work to reduce human suffering. Recipients are selected by an independent, international jury. Representatives of some of the organizations that have won the Hilton prize will be attending the dinner.

"The Hilton family's extraordinary professional achievements and humanitarian efforts have benefited both the global hospitality industry and the world," said Johnson. "Their worldwide success in developing Hilton Hotels into one of the world's most recognized brands, as well as their commitment to improving the lives of people throughout the world, have made an enormous impact on global business and philanthropy. We look forward with great anticipation to honoring both the Hilton family and the Conrad N. Hilton Foundation with the 2011 Cornell Icon of the Industry Award."



Barron Hilton (on left), chairman of the board of the Hilton Foundation, and Steven Hilton, the foundation's president and CEO, flank a portrait of Hilton Hotels founder Conrad Hilton

The evening's second award recipient, Drew Nieporent, is founder and owner of Myriad Restaurant Group, which operates Tribeca Grill, Nobu New York City, Nobu Fifty Seven, Nobu London, Nobu Next Door, Corton, Centrico, and Crush Wine and Spirits.

"Drew Nieporent is a visionary and a trendsetter—an innovator in every sense of the word—and we are delighted to recognize him for his remarkable contributions to the hospitality industry," said Dean Johnson.

Myriad's restaurants have received countless accolades. In 2008, Corton received two stars from Michelin and three from the *New York Times* and was nominated for a James Beard Foundation award as Best New Restaurant in America. Nobu was named Best New Restaurant by the Beard Foundation and was inducted into the *Nation's Restaurant News* Fine Dining Hall of Fame. Nobu and Tribeca Grill have received *Restaurant and Institution's* prestigious Ivy Award. The *New York Times* awarded three stars to Nobu Fifty Seven, and *Food and Wine* magazine named Crush Wine and Spirits the best new wine shop of 2005. Myriad is the only restaurant group to earn three coveted Grand Awards from *Wine Spectator* magazine.

Nieporent was inducted into "Who's Who of Cooking in America" by the James Beard Foundation. He was named the foundation's Outstanding Restaurateur in 2009 and Humanitarian of the Year in 2000. He has also been recognized as *Bon Appétit* magazine's Restaurateur of the Year and the Food and Beverage Association's Man of the Year.

The Cornell Icon and Innovator Awards Dinner gives the school and its friends in the hospitality industry a fitting means to recognize truly extraordinary people—non-alumni as well as alumni—whose vision and drive have transformed the world of business and changed society for the better. The dinner is held every year in New York City and timed to follow the conclusion of the NYU International Hospitality Industry Investment Conference. Sponsorship support for this event continues to surpass expectations—in addition to title sponsor Hilton Worldwide, at press time 52 companies and individuals had signed on to help sponsor this year's dinner. Proceeds benefit student scholarships and academic programs at the School of Hotel Administration.

Exclusive media partners are Travel and Leisure and USA Today. Groupe du Louvre, Marriott International, and Waldorf Astoria Hotels and Resorts are diamond sponsors; the strategic marketing and event consultant is Amazing Taste, LLC. Platinum sponsors are Boutique Design, Hospitality Architecture and Design, Hospitality Design, Hospitality Style, Hotel Business, Hotel Management, Hsyndicate, Interstate Hotels and Resorts, the Lodging Conference 2011, Nobu, Parasol, Thayer Lodging Group, Tribeca Grill, and Ypartnership. Gold sponsors include the American Hotel and Lodging Association, American Hotel Register Company, Banfi Vintners, C3/CustomerContactChannels, FRANCE 24, Hersha Hospitality Trust, HotelNewsNow.com, HOTELS,



Drew Nieporent '77, founder and owner of Myriad Restaurant Group

Richard H. Kennedy '56, PhoCusWright, Quaker Steak and Lube, Quest Hospitality Ventures, Stonebridge Companies, Sunstone Hotel Investors, TravelCom, and Veolia Transportation. Silver sponsors are BBG-BBGM, Bench Events, the Bernstein Companies, HotelYearbook, Oneida, RCI, Wells Fargo, and Wyndham Hotel Group. Bronze sponsors are the Boutique and Lifestyle Lodging Association, Deloitte, Harney and Sons Fine Teas, HotelPlanner.com, PAR Springer-Miller Systems, Southworth Development, and SpencerStuart.

For information about this event, please contact Joe Strodel, Jr., SHA director of corporate and foundation affairs, at js343@cornell.edu or 607.255.4646.

Cornell on Hospitality

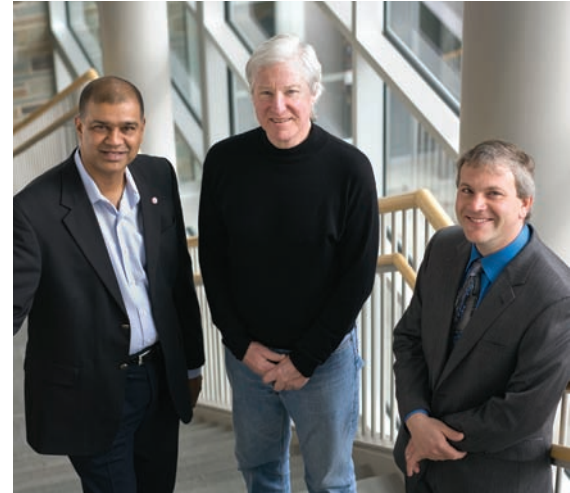
Starting with an overall analysis of the nature of service, a new book compiled by Professors Michael Sturman, Jack Corgel, and Rohit Verma offers a comprehensive examination of the hospitality industry's best practices and the best ideas from the faculty of the School of Hotel Administration. *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice* is now available in bookstores and at Amazon.com.

Cornell on Hospitality is the third book in a series published by John Wiley. Following volumes from the University of Pennsylvania's Wharton School of Business (on strategy) and Northwestern University's Kellogg School of Management (on marketing), the publisher approached Cornell's School of Hotel Administration seeking a book on hospitality.

"We tried to organize the book along the idea of four paths to success in the hospitality industry," explained Sturman. "The first path is success in your hospitality career. The second section is more focused on the operational level. The third section shifts the perspective to real estate and business owners. The fourth section is about success through managerial excellence."

The book provides specific career advice for both new and experienced industry practitioners; offers detailed analysis of asset management, including franchise agreements, management contracts, and leases; shows the best approaches to marketing strategy and the use of social media for customer relationship management; and provides an extensive discussion of the best practices involved in guest service and operations management. It covers such specific topics as

revenue management, hospitality law, cost control, market segmentation, food-service management, electronic distribution, and customer decision analysis.



Rohit Verma, Jack Corgel, and Michael Sturman, editors of *Cornell on Hospitality*

Excerpts from Dean Michael Johnson's foreword to *Cornell on Hospitality*

When John Wiley and Sons approached us with this project, it immediately brought to mind the great works in this series, works that exemplify the core competencies of the world's best business programs. From *Wharton on Dynamic Competitive Strategy* to *Kellogg on Marketing*, the Wiley "on" series provides a unique platform designed to demonstrate how a collection of highly talented faculty develops a comprehensive and unique body of knowledge that is both academically advanced and business practical. Clearly, our "on" is hospitality. More specifically, the uniqueness that exemplifies our school, faculty, students, and alumni is hospitality leadership. Unlike traditional general management schools, the Cornell School of Hotel Administration grounds a first-class business education in the practice of a particular industry. We hire the best and brightest business academics, who apply theory to practice to create new knowledge for the industry. As a result,

we hold a unique position as the premier institution for educating future hospitality industry leaders.

Our uniqueness, and the resulting content of this work, is based not just on our hospitality context but on the knowledge that competing in a service business is fundamentally different than competing in a manufacturing economy. While the world is filled with outstanding general management programs, many of their models and frameworks remain holdovers from an economy dominated by manufactured goods, an economy in which business strategy drives company culture. With consumer durables or nondurables, for example, we continue to segment markets, develop unique product offerings for those segments, and then create teams within our organization to execute on those strategies. In a core service business like hospitality, however, culture drives strategy. A service company's values, which are the

core of its culture, drive how its leaders, managers, and front-line service employees deliver their value proposition and satisfy customers. Be it Four Seasons Hotels' "Golden Rule" or Ritz-Carlton's motto that "We are ladies and gentlemen serving ladies and gentlemen," the strength of a service company's culture dictates where and how well it competes. This collection of research, tools, perspectives, and their implications exemplifies both the uniqueness of our context, hospitality, and how to compete in a service business. The insights range from how to develop your service employees' careers to how to manage for operational excellence to how to own and manage your real estate and other physical assets.

The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice is the most comprehensive work to date on how to compete in the hospitality industry and beyond.

Faculty for a new era

When Cornell's chroniclers look back in 50 years to trace the reasons for the university's continuing success, they will often extol the seminal influences of members of a strong faculty cohort whose careers began in the century's second decade. Indeed, the period from 2011 to 2020 may be recognized as the dawn of a new golden age of Cornell scholarship.

Cornell has already begun to identify tomorrow's academic lights—and to seek the funding to hire them. The goal is to provide \$100 million—\$50 million from donors and a matching \$50 million from the university—to hire as many as 100 faculty members per year for the next five years. The School of Hotel Administration's part in this faculty renewal initiative, which is being driven by Provost Kent Fuchs, is to raise \$2.5 million over five years, a sum that the school will match by allocating monies from its operating budget, in order to recruit five new professors.

"This initiative will play a significant role in forming our future legacy, as the faculty we hire will shape the school for decades to come," said Dean Michael D. Johnson. "As many of our alumni have told me, we used to be a hotel school with a business focus, but we have evolved into a first-class business program with a hospitality focus. The key to our ability to train tomorrow's industry leaders is to ensure that we can continue to draw new faculty members from the tops of their respective fields."

The urgency behind this initiative comes from the fact that more than half of Cornell's faculty will retire in the next decade, a statistic that is in keeping with a national trend. Rather than waiting for those retirements to

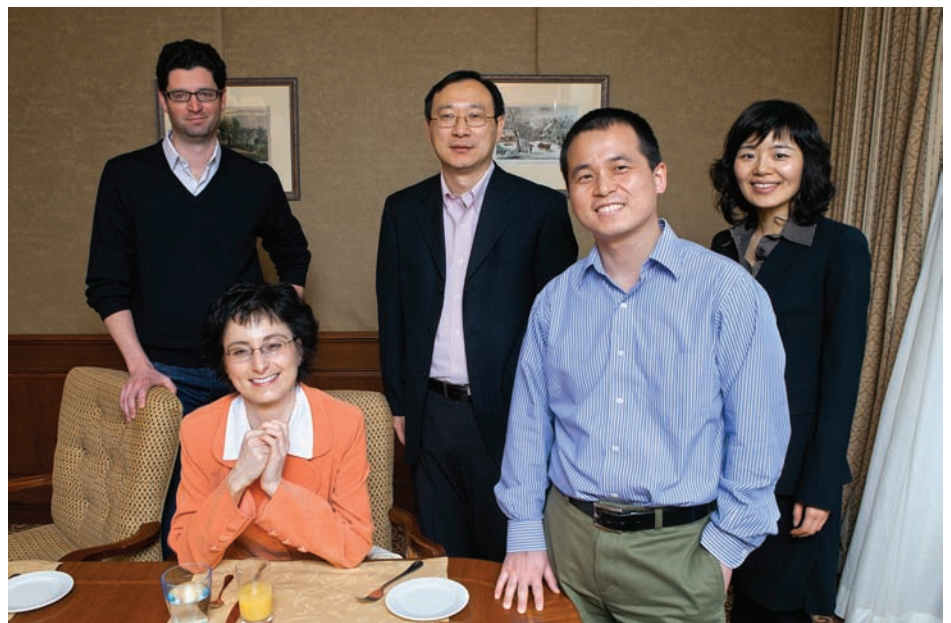
take place, the provost is urging Cornell's deans to make faculty hiring their first priority right now. Cornell and its competitors were forced to slow hiring by 50 percent during the economic downturn, with the result that many very highly qualified new PhDs remain available.

Cornell cannot afford to wait until faculty members retire to replace them, because the available candidate pool will not be sufficient to meet the nationwide demand when it peaks five years from now. "In the spirit of renewal, we recognize that we can't wait to take advantage of the talent that comes available," said Jon Denison, SHA associate dean for external affairs. "This is a forward-looking, progressive effort to hire when the opportunity presents itself."

Here in the school, the hiring push began during Dean Johnson's first term (2006-11) and will continue throughout his second term. "In my first five years as dean, over a third of both our professorial and lecturer faculty have been

new hires," he noted. "We've been recognized both within the school and by the university for the excellence of these additions to the faculty. As I look to my second term, it is not unreasonable to assume that we will turn over another third of the faculty." At the moment, several searches are nearing completion. "This strategy is designed to enable seamless transitions as our senior faculty retire," he said. "Having junior faculty in place beforehand will give them an opportunity to work with the retiring faculty to help ensure continuity."

Faculty renewal was the highest of seven priorities set forth in the strategic plan (www.cornell.edu/strategicplan) that Cornell published earlier in the academic year. "Replacing more than half the faculty provides us with an opportunity to refocus, reprioritize, and create new initiatives that will define Cornell's future," Provost Fuchs wrote in a recent editorial. "The result will be a reinvigorated university. The faculty renewal fund provides the means to seize this historic moment."



Newer members of the SHA faculty include assistant professors Renata Kosova and Qingzhong Ma (front) and Michael Giebelhausen, Peter (Peng) Liu, and HaeEun Helen Chun

Family values

James McLamore '47, who would one day found Burger King with David Edgerton '48, was three years old when the stock market crashed in 1929. He lost his mother soon after and grew up poor. But he also grew up determined to make something of himself, and an article that he read in high school seemed to point the way. Written by Herbert H. Whetzel, a distinguished professor of plant pathology, "the article basically said that anyone from New York could get an education at Cornell," related McLamore's son, S. Whitman "Whit" McLamore '78.

The elder McLamore applied to Cornell in April 1943, intending to enter the program in hotel administration in June. (During the war, the university

ran on a trimester system.) Tuition was \$200 per term. In answer to a question about expected sources of financial support, he wrote on his application, "I hope to borrow money from the University." Cornell had no scholarship money left to give him, but he was undeterred.

"So he packed his bags and came to Cornell," continued his son. "He didn't know anybody, but he knew that this professor had written this article, so he knocked on his door and basically said, 'I'm here. How do I get an education now?'"

McLamore had only \$11 in his pocket, but he was evidently endowed with a good deal of persuasiveness. Whetzel lent him \$50 of his own money and arranged for a university loan of \$100. The remaining \$50 came from an American Hotel Association scholarship. Professor Whetzel, who founded the nation's first academic department of plant pathology at Cornell in 1907, offered to board the young man in exchange for work tending his plants. McLamore also got a job doing janitorial work on campus.

It has been quite a few years since anyone could begin to imagine financing a Cornell education by working as a custodian and gardener. On the other hand, a present-day Jim McLamore would not be dependent on the benevolence of a professor to piece together a financial aid package. Cornell is committed to admitting the most qualified applicants, regardless of their financial situation. The university took that commitment a big step further in 2008, announcing an initiative to eliminate need-based loans to undergraduate students with family income under

\$75,000. Allowing these students to graduate debt-free means offering them full or partial scholarship support. Consequently, increasing the size of the scholarship endowment is a high fundraising priority for the university and the School of Hotel Administration. In 2009-10, the SHA expended \$6.8 million from its own operating funds and scholarship endowment income to keep Cornell within reach of its students.

Every year since 1979, one SHA student has been helped by a scholarship established by Jim McLamore. His family foundation has now made a generous five-year commitment—supplemented by a limited time, one-third match from the university—that will greatly magnify the impact of that endowment. "My father started this whole gift process because of his love for Cornell and wanting to give back," said Whit. "It's something that he always felt was important and has engrained in my sisters and me, to give back to those who helped along the way."

Whit followed his dad's example in his choice of profession as well. He worked for six years for Burger King (not counting his front-line service as a teenager, something he made sure his own boys also experienced) and then owned Burger King franchises for 14 years with his wife, Laurie, before entering into business with the founders of a very successful seafood restaurant chain, Bonefish Grill, as a development partner.

Hard work and entrepreneurship remain core McLamore family values, along with "thinking of others" and "doing good things." Whit, his mother, and his three sisters stay close, and the extended family gets together for an annual reunion. "I think ultimately



Herbert Hice Whetzel, professor of plant pathology, in June 1941, two years before James McLamore '47 came to him for help finding financial aid



James McLamore '47 was feted with song fit for a burger king during his 1989 visit to campus as Cornell's Entrepreneur of the Year

you look at family values as being one of the best lessons that you can possibly have," he said. "We were always doing things together. That kind of family value is really important."

Whit serves as the president of the McLamore Family Foundation, which his father set up after learning that he was dying of cancer at the untimely age of 70. "We wanted to continue to support Cornell and felt that, by adding to the corpus of the James W. McLamore Scholarship, we could make it bigger and better as the years go by. Certainly, a college education isn't getting any cheaper," said Whit.

Although the McLamore Scholarship was originally given simply on the basis of need, the family has focused it further by giving first preference to students who belong to the Burger King family (Burger King Corporation and its franchisees) as employees or children of employees or franchisees. "For years our

family foundation had been working with the Have It Your Way Foundation and the Burger King family on scholarships for kids who are involved with the fast-food industry. We thought it would be great if we could make it so a Burger King kid could enjoy going to Cornell."

James McLamore took his Cornell lessons deeply to heart, applying the skills he learned from Herbert Whetzel to become a lifelong master gardener and applying the knowledge he gained as a student in hotel administration to become a fast-food pioneer at the head of the world's second-largest chain of restaurants. Remembering his own hardships, he threw himself into philanthropy, community-building, and high-level volunteer leadership, much of it in support of higher education, after retiring at age 45. With his wife, Nancy, he also grew a strong and loving family that remains dedicated to giving students of limited means their own chance at a brilliant future. There are no better family values than those.



Whit McLamore '78, president of the McLamore Family Foundation

The “un-MBA”

Philip Laque, MMH '11, had just earned an undergraduate degree from the Ecole hôtelière de Lausanne when he went to work at the Starbucks corporate office in Germany. It was an exciting time to be with the coffee colossus—the number of stores in Europe was growing rapidly, and new personnel were being hired to keep up with the rising needs. But two and a half years into the job, Laque found that there was not much opportunity for him to grow professionally, because he didn't have enough experience or education.

Individuals who, like Laque, have reached a point in their careers where they need more education in order to move into an upper-management or executive-level position are prime recruits for the master of management in hospitality (MMH) program at the School of Hotel Administration.

“They're getting into positions where they're responsible for budgets, marketing, and training, and they just don't have the tools to make that next step. That's who we can best serve,” said Timothy R. Hinkin, the Richard J. and Monene P. Bradley Director of Graduate Studies and Georges and Marian St. Laurent Professor in Applied Business Management. “We think of the MMH as the ‘un-MBA’ because it is not a cookie-cutter business program. It is a customized curriculum, geared to help students advance their careers in the hospitality industry. There is no other program in the world like it.”

Choosing a path of study

MMH students hit the ground running when they arrive at Cornell in May for the intensive, 12-month program. They spend the summer semester focused on core courses, professional development, and networking opportunities. By August, students choose a concentration, or focus of study—either marketing, operations and revenue management, real estate finance and investments, or a self-directed program. Within each concentration, students work with faculty advisors to build an individualized course of study that complements their previous academic and work experience, current interests, and future career aspirations.



Adi Rajaram, MMH '11, meets with Professor Tim Hinkin

“They were bringing in people who already knew how to run a marketing department and who had years of experience in product development at fast-moving consumer goods companies, so I wasn't really able to grow in my position,” said Laque. “Everybody told me, ‘You have to have a master's degree.’”

The self-directed concentration was introduced at the start of the 2010-11 academic year in response to students' desire for more freedom in choosing what they want to study. More than half of the current MMH class chose to pursue a self-directed path, proving the popularity of the new option.

"We typically have a lot of students who are interested in entrepreneurship, and the self-directed concentration is something that really appeals to them," said Hinkin. "It gives them the opportunity to pull courses from the three other concentrations, depending on what their interests are. It's still important that they have a clear focus, because this is a niche program and they only have one year here, but the self-directed concentration gives them more flexibility."

Laque has taken advantage of that flexibility and built a curriculum that will help him reach his specific career aspirations. Knowing that his interests in food and beverage entrepreneurship and leadership development did not fit into any of the prescribed concentrations, he chose to follow the self-directed path. He has been able to take classes that directly correspond with his interests, such as Stephani Robson's Restaurant Development class, in which students build a unique restaurant concept and do everything from site planning to competitive analysis to financial modeling. He has also had the opportunity

to take pertinent classes at the Johnson School and with faculty from the Food and Brand Lab of the Dyson School of Applied Economics and Management.

"The professors are good at helping students build a curriculum that speaks to their career goals," said Laque. "I wanted to do a master's because of personal development and leadership development and to learn more about entrepreneurial theory and practices. That's what I focus my curriculum around."

Building a foundation in the industry

Previous work experience, which became an admissions requirement this year, is critical to students' success in the highly specialized program. The Class of 2011 has an average of five years of work experience, and the average age is 28. Also new this year is a deferred admissions program, through which a select group of high-ability applicants who have just earned their undergraduate degrees are accepted into the 2013 MMH class on the condition that they get hospitality work experience during the next two years. In the meantime, they have been paired up with MMH alumni mentors in their cities of residence. "Career-switchers" who have not worked in the hospitality industry must have experience in a field that can easily translate to the industry—such as real estate, marketing, information technology, or finance.

With the intention of helping students develop their interpersonal, communication, and leadership skills, group work dominates the MMH curriculum. Groups are assigned to be as competitive as possible and draw upon the strengths of the individual students.

"Think about if you were going to start a sports league and you wanted all the teams to have different strengths at different positions and be competitive with one another. That is the same rationale behind the way we put the teams together for a major project in Stephani Robson's Properties Management course during the fall semester," explained Hinkin.

Students reflect upon and write about these interpersonal dynamics in their Organizational Behavior class, which helps them learn how they can best contribute to their team and how they can work with colleagues with different strengths.

Students also get tremendous insight into group interactions and dynamics during their two-day Leadership Development Program in August. During the first day of LDP (not to be confused with the Statler Hotel's training program for undergraduates), a group of industry professionals observe students as they work on three different group exercises. After each exercise, the student groups get feedback from the industry coaches, who

"This is why I came to Cornell. This is what I expected to learn that I wouldn't learn elsewhere."

Features

this year numbered 22. On day two, each student meets with his or her two coaches to get individual feedback.

“For me, the best part of the MMH program has been LDP. The industry coaches gave us extensive, valuable feedback. They told us what we needed to improve on as we work in teams,” said Laque.

The LDP is just one way that the students network within the hospitality industry. Each concentration has an industry advisory board that interacts with students and advises them on career opportunities. Student can also opt to participate in the Master Class, an opportunity to visit corporate offices and hospitality properties, experience the organizations’ cultures, and learn about current issues and practices from alumni and other industry executives. Required externships help students take networking one step further. Between the fall and spring semesters, students do anything from informational interviews and site visits to shadowing executives and working on short-term projects.

“With the externships, the idea is for students to take what they’ve been doing in terms of networking and go a little deeper with it—instead of just talking with somebody over the phone, see if you can go visit the organization,” said Sheri Mahaney, the school’s associate director of graduate programs.

The externships also help students solidify their career plans.

“Externships push them to gain some more knowledge about organizations, to figure out if this is where they want to work and what they want to do, and to define their goals better,” explained Mahaney.



Philipp Laque, MMH '11 pitches an idea to Reneta McCarthy '84, MPS '01, a lecturer in operations management, at the Restaurant Development Concept Fair

Focusing on hospitality

The MMH program may share elements with general MBA programs, but it is distinctly set in hospitality and in service—essentially in people. Through the program, students develop strong interpersonal skills as well as building business know-how.

Berry Van Weelden, MMH '08, came to the program with a background in hotel operations, but he had always seen himself as more of a numbers guy. Passionate about marketing analytics, Van Weelden learned the technical skills that help him today in his job as a revenue manager at Disney, but he also sharpened his interpersonal skills. Today, he works with restaurant operators (“operational leaders whose backgrounds aren’t necessarily in analytics,” he noted). Van Weelden is able to work well with them thanks to the skills he learned at Cornell.

“There are plenty of people out there with great technical skills. However, the ‘people’ component is equally important to success in my role. Most projects I am involved in require significant buy-in from partners. The MMH program develops both these skill sets—the technical expertise and the relationship skills. At the end of the day, even in analytics, it’s all people business.”

For Joyce Polsenberg, MMH '09, the unique perspective of the hospitality-focused subject matter has proved

especially useful. In her current role as a business development manager for the Private Label Company, for example, she relies heavily on what she learned in her Services Marketing and Customer Experience Management course.

“That class was an ‘aha’ moment for me. I thought, ‘This is why I came to Cornell. This is what I expected to learn that I wouldn’t learn elsewhere.’ It was a completely different mindset from what I would have seen had I gone the traditional MBA marketing route. Services marketing is not something that is taught everywhere,” she said.

Knowing that she has been well trained in the ideas and terminology that are specific to the hospitality industry gives her confidence when she speaks with colleagues and networks with other industry professionals.

“It gives you confidence to know you’re really talking about the services industry and not just marketing toothpaste or bleach. It’s very different,” said Polsenberg.

To learn the fundamentals of services marketing, some student groups do a semester-long service-experience audit for a local service organization—anything from restaurants and inns to dog-boarding services and outdoor education programs for children. Classroom lessons correspond with the various phases

of the consultation and, in the end, students present a comprehensive report on their findings and recommendations.

“I use the steps we walked through and the process we used in that course in my day-to-day projects for hotels I’m working with,” said Polsenberg. “I don’t even think about it because it’s inherent in the way I approach projects.”

Polsenberg admires the MMH faculty, not only for what they bring to the classroom, but also for the research they conduct and their status as the best academics in the field of hospitality. During her externship in OpenTable’s restaurant marketing division, her supervisors relied on the research of SHA faculty to help inform their business decisions.

“It showed me that the professors I was able to work with for a year are so well respected within the industry and that the publications that come online through the Center for Hospitality Research are actually being used by my colleagues every day.”

For Adi Rajaram, MMH ’11, the impact of the professors goes back to the classroom. Rajaram is pursuing the real estate concentration and found Principles of Real Estate with Crocker Liu, the Robert A. Beck Professor of Hospitality Financial Management, to be tough but rewarding.

“He really pushed us to the limit. He wanted to test if we really want to be in this field. After taking his class, I was better able to connect the dots between academia and professional experience,” said Rajaram.

At the heart of Liu’s class are five real estate case studies that require extensive data input and thorough analysis from students. By approaching different cases from different perspectives—such as owner, lender, or devel-

oper—students get a holistic understanding of the real estate process.

“We’ve kept our cases because Professor Liu told us time and time again to take them on interviews,” said Rajaram. “He’s had students who have gotten job offers thanks to these cases, so we’re holding onto them for dear life.”

Job placement for MMH participants is as individualized as the areas they study. Graduates work in every region of the United States, in every corner of the world, and in every sector of the hospitality industry. They find these positions through on-campus interviews, faculty connections, previous employers, alumni contacts, externships, and a myriad of other networking opportunities. One common factor that graduates share is great success within their chosen career tracks.

“MMH alumni see an obvious increase in their career trajectories,” said Hinkin. “When we look at where graduates are three to five years out versus where they would be without the MMH education, the difference is dramatic.”

An international perspective

The MMH program offers students an international perspective on the hospitality industry, whether they choose to spend the entire 12 months in Ithaca or to split their time between Ithaca and the Cornell-Nanyang Institute of Hospitality Management (CNI) in Singapore. CNI, now in its sixth year, is an alliance between the School of Hotel Administration and the Nanyang Technological University’s Nanyang Business School. Chris Chan was appointed dean of CNI in 2010.

There is a great amount of cultural diversity even among the students who choose the Ithaca-only option; this group is often up to 50 percent international. The 2011 MMH class is composed of students from Brazil, Canada, China, Greece, Germany, India, Italy, Korea, Mexico, Switzerland, Taiwan, the United Kingdom, the United States, and Venezuela.



Chris Chan, dean of the Cornell-Nanyang Institute of Hospitality Management, talks with MMH students during a recent visit to Ithaca

Hotel development:

When it's four a.m. in New York, it's nine a.m. in London, ten a.m. in Cape Town, noon in Dubai, and four p.m. in Singapore. For Tony Capuano '87, in other words, it's time to get up and go to work. Capuano, who is Marriott International's executive vice president for global development, reaches for his iPhone before he even takes a shower. By five he's in the office, talking with his team in Asia.

Capuano is responsible for all of Marriott's hotel brands and real estate development projects around the world. He spends 50 to 60 percent of his time on the road, and having a life means taking his family with him. His daughter is in fourth grade and her passport, he said with obvious pride, "looks a lot like mine."

"The big challenge for me is working across multiple time zones in a 24/7, urgent, deal-driven environment."

Like Capuano, Simon Turner '83, president of global development for Starwood Hotels and Resorts Worldwide, hits the floor early. "My eyes open each morning and I instinctively reach for my Blackberry. I look at incoming emails from China, Singapore, India, the Middle East, and Europe and respond. I shower. I head to the office. More emails and meetings involving the Americas. Six, seven, and eight o'clock and China has woken up again. The big challenge for me is working across multiple time zones in a 24/7, urgent, deal-driven environment."

Kirk Kinsell, MPS '80, president for Europe, the Middle East, and Africa at InterContinental Hotel Group (IHG), wakes up these days thinking about how to build the presence of their six brands across emerging markets like Russia/CIS (the allied Commonwealth of Independent States), Turkey, and Africa. He opens his eyes to issues of infrastructure, branding, and building a sales force in such far-flung markets as Central Asia and East Africa. The game certainly has changed in recent years. Kinsell recalls with amusement a conference in the early 1990s where "most of the people in the room didn't recognize Asia," on a map of the world on the wall.

As Hyatt's global head of real estate and development, Stephen Haggerty '90 is responsible for all strategic global development (acquisition and management agreements) for all Hyatt lodging and timeshare brands. Three of his four children were born in Asia. He has traveled so much and lived in so many different countries that when he moved back to the United States in 2003, it felt like *terra incognita*, "a new geography."

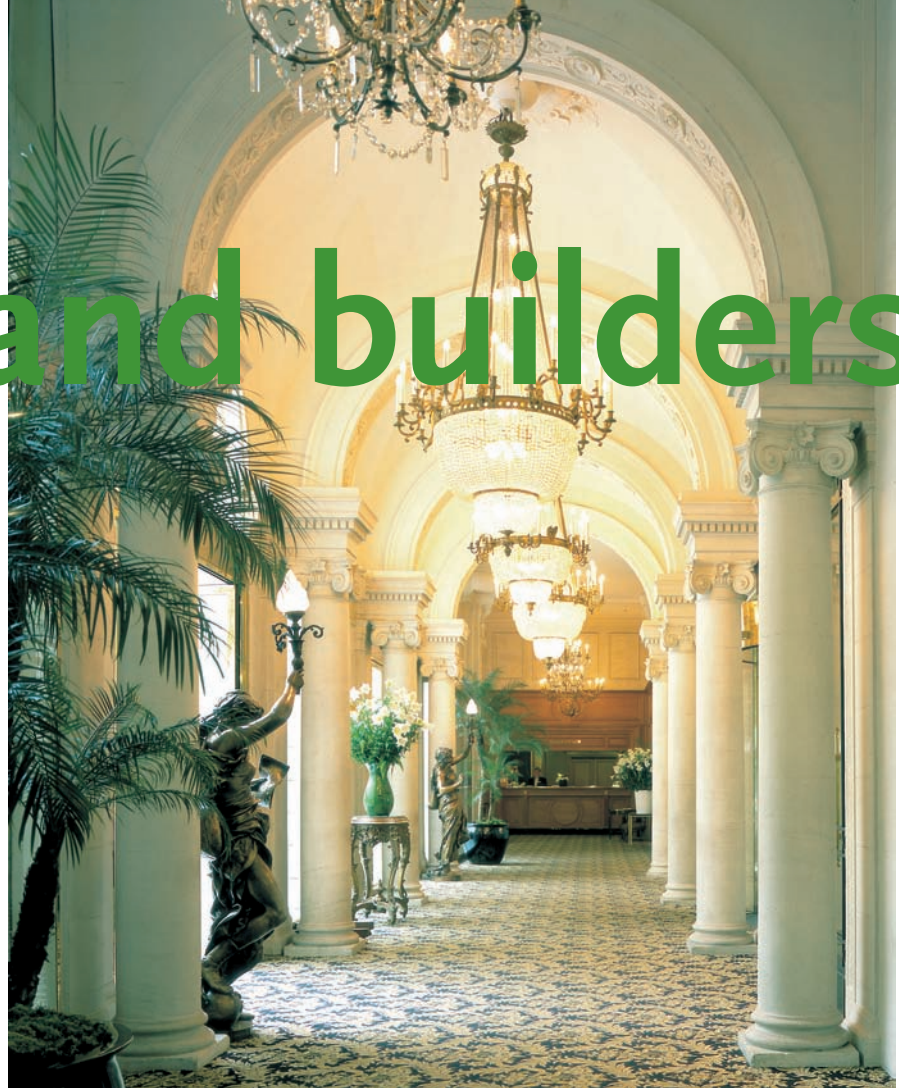
The brand builders

Four of the five biggest hotel companies in the world—Starwood, InterContinental, Marriott, and Hyatt—have graduates of Cornell’s School of Hotel Administration overseeing their global development operations. The job is one of the hot seats in the hospitality business, and yes, it can be glamorous, but there’s a lot more to it than crisscrossing time zones. It’s a high-pressure, high-risk job that requires a firm grounding in operations, real estate, international deal-making, management, branding, and development. It also requires less tangible qualities, like vision, pure instinct, and a willingness to delegate, to trust—across borders.

The job

The global development field, generally speaking, involves finding new places to build or run hotels. Dealmaking, creating new brands, designing hotels, building a staff, and staying one step ahead of the competition on the ground are just a few of the challenges. It is not unusual for Marriott, Starwood, IHG, and Hyatt to be bidding on the same piece of real estate in a remote part of China, for example. But the real challenge still lies in protecting the credibility and quality of existing brands.

In addition to the emerging markets of India, China, and Brazil, Capuano has been investigating possibilities in Africa. “I’ve been spending some time looking at opportunities across the African continent,” he said. “Regardless of the market, the question becomes which is the best brand to deploy. Most of these decisions are based on the metrics—



The Grand Hotel InterContinental Paris

travel patterns, real estate, local business. After all those numbers have been evaluated, intuition and judgment must be applied. You must take some risks.

“There is a lot of passion in this industry,” he said. “There’s the strength of the service industry, then there’s the design aesthetic—sometimes strange bedfellows. In 2010 we launched the Waikiki Edition hotel—a partnership between Ian Schrager and Marriott. This will be an industry changer, but ultimately what matters is authentic service.

“It’s so much easier to do this job if you believe in the product,” continued Capuano, who feels the Marriott culture makes his job a whole lot easier. “Bill Marriott’s dad always said, ‘Take care of the associates; the associates will take care of the customers, and the customers will return.’ We are very associate-intensive. This means we have the ability to attract high-quality talent around the

world. If you look at our development offices around the world, you’ll see that fully 80 percent are staffed by locals.”

These days, most of the company’s portfolio is composed of managed and franchised hotels with long-term contracts. “We have an asset-light strategy,” said Capuano. “We operate 3,500 hotels around the world and, of those 3,500, we own exactly six. This means we don’t have the earnings volatility associated with real estate ownership. With all the competitive pressures, the stability of our contracts really matters. Marriott has a reputation for long management contracts—30 to 50 years.”

Beyond the profit and loss, Kinsell is keenly aware of the responsibilities of the job, namely supporting growth in a particular area. He is responsible for 700 hotels—121,000 rooms operating



Rule-breakers: Two hotel brands, JW Marriott and Ritz-Carlton, plus Ritz-Carlton Residences, share space at LA Live, a new Los Angeles entertainment district envisioned as the “Times Square of the West”

under six brands—and is perhaps best known among his colleagues for expanding IHG business into Russia and the Middle East. “I like to focus on the things people have in common—individual purpose, leaving a legacy, community-building, children, God, a passion for life. The hotel business is all about supporting dreams and hopes. That’s what hotels do—they’re open all of the time, they’re a place of refuge,” he said. He listed a common set of decision guidelines: GDP, infrastructure, people—the owners and employees. “Our biggest growth markets are currently the U.K., Germany, Russia, and—looking to Africa—South Africa, but also the mineral-rich areas in the east and west.”

Haggerty chalks up much of his success to serendipity, but he spends much of his time on the hard, cold facts, following growth trends, for example, in Brazil, India, and China, identifying emerging markets. He credits failure as a big part of the learning process, though. “One of the first deals I ever organized—the Guam Marriott—is still

sitting in someone’s files as a workout!” he said. How large a role does intuition play? “It’s not enough to be intuitive,” he asserted. “We need to move from the intuitive to the explicit, identifying and ranking the markets we are not in, using indicators like population trends and GDP.” He also spends a lot of time cementing relationships. “We are working with third-party capital, creating relationships. I involve myself in those conversations.”

“A large part of my job,” explained Turner, “is to drive near-term unit growth for Starwood, but it is also to think about where Starwood’s nine brands should be five years from now. This entails answering questions like, how are we going to grow in Africa or Brazil? How do we dominate the Chinese market? How do we expand each of our nine brands globally most effectively?” Does that involve instinct? Or just a close eye on macroeconomic and socioeconomic trends? “I don’t operate solely on my own instincts—I operate with the input of a global, cross-functional team,” he answered. “Starwood under Frits van Paasschen

is a consensus-driven company—most decisions involve several colleagues. One third of my time is spent overseeing global growth, another third evaluating ways to maximize shareholder value for the approximately 50 hotels wholly owned by Starwood. The remaining third is spent as a member of the seven-person team of executives who report to the CEO considering all major issues that impact Starwood’s business.”

Sometimes the luxury, the exotic nature of international travel, escapes Turner, but he tries to remember to grab opportunities to see amazing things—the Great Wall of China, the jungles of Cambodia and Angkor Wat, the Sydney Opera House. His enthusiasm for the industry still makes him feel like a kid in a candy store. “I get energized by all the different cultural approaches to this business—being able to adapt to doing business with people throughout the world adds a degree of variety and challenge that makes each day different. You don’t go into the hotel business if you don’t like people.”

The career path

Tony Capuano joined Marriott in 1995 and swiftly moved through the ranks, adding chunks of the world to his portfolio: first the western United States and Canada, then Central and South America, then the rest of the world. He has found Marriott a great place to build a career. He is especially proud to work for a company that was started, just 83 years ago, by a hotelier, J. W. Marriott, and to have worked for a “visionary” leader in the industry like Jim Sullivan, Marriott’s former executive vice president of lodging development. When Sullivan retired in 2008, Capuano, who had then been with the company for 13 years, stepped into his shoes as head of global development.

After graduating from the School of Hotel Administration in 1987, Capuano, like many graduates, joined a consulting firm, Laventhol and Horwath, before settling in with a hotel company. “Somewhere along the line I became interested in real estate,” he said. “I joined Kenneth Leventhal in Century City, Los Angeles. The entirety of their practice was real estate. At the time, there was significant Japanese investment in the U.S. I spent a lot of time in California, New York, and



Tony Capuano '87

Hawaii. After six years of interactions with Marriott, I ended up joining the company in 1995, working for Jim Sullivan. It was a very exciting time. I worked on the acquisition of both Ritz-Carlton and Renaissance Hotels.”

Kirk Kinsell has tried, for much of his life, “not to be tethered to one source of stress,” and this philosophy has influenced his career path. “I went to U.C. San Diego, but surfing got in the way of organic chemistry. All of my part-time jobs were in the hospitality business. When I graduated, I went to work with Trammell Crow real estate developers in Dallas—the largest private developer there. (When the show *Dallas* was on TV, we’d look at it and think, ‘That’s pretty much our world!’)”

As a master’s degree student in the School of Hotel Administration, Kinsell remembers being assigned to work with Dick Moore, a professor (now emeritus) of information technology at the school. “I learned some very practical stuff—hotel applications in accounting, reservations systems, locking systems, etc. It was a window on the future.”

Kinsell joined Holiday Inn toward the end of the 1980s. “It gave me a larger geography and taught me some different business models—we had Hampton, Embassy, Crowne Plaza—multi-segment and franchise models.” In 1988, Holiday Inn was sold to U.K.-based Bass PLC. Bass sent Kinsell to the London Business School for a bit more polishing. In those early days he was given the opportunity to create Holiday Inn Express. But in the mid-1990s he wanted a change. He went to Sheraton for a while and then “on a bit of an entrepreneurial journey involving a restaurant company [Applebee’s and McCormick & Schmick] and then the technology industry.”

In 1998 Bass acquired InterContinental Hotels and later became IHG. From then until 2007, Kinsell was senior vice president and chief development officer for IHG in the Americas. After launching Hotel Indigo (which now has stylish boutique hotels all over the world, including Shanghai on the Bund, Xiamen-Fujian China, Toronto, Taipei, London, Liverpool, and many other locations), Kinsell has steadily



Kirk Kinsell, MPS '80

increased his responsibilities to more and more parts of the globe: the Americas, the Middle East, Europe, Russia, and Africa.

Chance played an important role in setting Steve Haggerty's career path. "I accepted a job at HVS in New York before graduating," he said, "but then an opportunity came up to join the newly established HVS London office." The opportunity came because Haggerty's friend Stephen Mendell '82, the head of the London office, was in a car accident and in need of assistance "to keep the trains running." As Haggerty explained it, "I came home to a voicemail from Steve Rushmore asking me to fill in, so off I went. I'd never been abroad. I had an opportunity to build that business with Steve in an environment that presented more challenges and rewards than I ever could have imagined experiencing at that early stage in my career."

Haggerty developed his chops in foreign markets and on a multitude of different types of hotel real estate transactions. "Marriott was a client, and after a few years I went to work for them, partly because I wanted to be a principal, not a consultant." The depth

of talent at Marriott at that time offered many strong mentors for Haggerty as he progressed through the ranks, and he never looked back. After serving in regional development positions and feasibility and market planning roles in Hong Kong and the U.S., he rose to become Marriott International's senior vice president of global asset management and finance, and finally senior vice president of international project finance and asset management for Europe, Africa, and the Middle East, before accepting his current position at Hyatt in 2007. "But these things are not lost on me—if Steve hadn't been hit by that car...."

When Simon Turner joined Starwood Hotels and Resorts Worldwide in 2008 as the president of global development, he'd spent more than a decade in hotel finance and real estate development at Hotel Capital Advisors, an advisory firm assisting Prince Alwaleed bin Talal of Saudi Arabia, the man *Time* magazine dubbed "the Arabian Warren Buffett." While in this role, Turner worked on such high-profile deals as the acquisition and total redevelopment of the George V Hotel in Paris and the Copley Plaza in Boston. He also sat

on the board of directors of Four Seasons Hotels and Resorts and on the board of the Fairmont Raffles Hotels International. Three years of Turner's life were spent negotiating the acquisition of the George V, "one year to shut down the hotel, create a social plan for employees, and engage architects, designers, and contractors, and two years ripping the guts out and building a new hotel—picking shower heads to general managers. My role there was one inch wide but a mile deep."

Turner had worked previously in the investment banking department at Salomon Brothers in both New York and London, with a number of Cornell alums at Pannell Kerr Forster in Philadelphia and Washington, D.C., and in Saudi Arabia for Gustar Hoteliers, a Swiss hotel management and marketing company.

His first job was behind the front desk of a Sheraton hotel in Worcester, Mass. It wasn't until his sophomore year at Cornell that Turner realized what he loved about the hotel business—not so much the front-of-house, guest-intensive aspects, but more the bricks-and-mortar, capital-intensive real-estate-deal part of the business. "I wanted to build hotels, buy hotels, finance hotels." For Turner as for Haggerty and Capuano, that path led through the consulting business. "It is a journeyman's trade," he said. "I had to have firsthand experience evaluating deals." But Turner was smart enough to know that he needed some on-the-ground experience. Throughout his time at Cornell he worked at the Statler Hotel and remains an enthusiastic supporter of the Hotel Leadership Development Program. "Rick Adie [75] has done a tremendous job providing the students with an opportunity to get real life experience while pursuing their education," he said.



Simon Turner '83, third from left, with EMEA team members Karl Bieberach '96, Niall Kell, IMHI '96, and Neil George, MMH '98



The five-star Hyatt Capital Gate, opening this year in Abu Dhabi

Turner also TA'ed for Professor Robert Chase, Eng. '60, MBA '61, an association that would give Turner his turn at happenstance. "I was sitting in his office grading papers when the phone rang," he said. "A Swiss operator was looking for a corporate operations analyst for a group of hotels in Saudi Arabia. Chase cupped the phone. 'How about six months in Saudi?' he whispered. I had already accepted a job with Rowland Bates [79, MPS '84] at Pannell Kerr Forster, but Rowlie generously said, 'Go ahead, get the experience, you can start the job later.' If Rowlie and I didn't have the connection that was formed through our hotel school relationship, who knows, maybe I would not have been given the chance to defer my start date and get that Saudi experience."

All hail Cornell

Turner, Kinsell, Haggerty, and Capuano all agree that the upper stratosphere of global development is a small world; it doesn't hurt that so many of the people one gets to know and work with also went to Cornell.

"The Cornell hotel school is such a clear leader in the industry," Capuano said. "When I graduated, all the leading companies in the business were recruiting

on campus. There was a big emphasis at Cornell on industry experience, so I spent my summers working in operations." The single biggest benefit that he got from Cornell, though, was the friends and colleagues—relationships that gave him "an irreplaceable advantage."

Kinsell also noted that advantage. "There is a great belief in the goodness of people in this business. The biggest door-opener is Cornell—all you have to do is say you went to Cornell, and you're in."

As Haggerty saw it in deciding on Cornell in 1986, "The hotel school was the only choice for people interested in the business, the only place with an industry profile." He chose the real estate and development track. "By my junior year, the country was in a recession. I decided to do something practical and get some internship experience in operations at HVS consulting. Cornell was great for getting real-life job training."

Turner speaks very fondly of the friends he made at Cornell. "Rowland Bates! Class of '79! Rowlie was the guy who gave me a summer internship

in Philadelphia at Pannell Kerr Forster. Chuck Henry '74 hired me at Salomon Brothers in 1987, and then he and I worked for Prince Alwaleed for 12 years starting in the late 1980s. Three years ago I brought Todd Noonan '89 to Starwood. It's all six degrees of separation. Going to Cornell is like getting the Good Housekeeping Seal of Approval in the business, and the Cornell network is so valuable. When I connect with someone I've known for years through the Cornell association—we might be negotiating on opposite sides of the table, but the familiarity and shared DNA help us work through issues."

Perhaps the most important connection Turner made at Cornell was meeting his wife, Jeri '83, during their freshman year. "She went the pure operations



Stephen Haggerty '90

route," he said proudly, "and moved rapidly through the ranks at Hyatt. When we travel together and look at properties, her insight, particularly into the operational aspects of hotels, provides a valuable added perspective." Turner also commented, "I look to the people in the industry who graduated

Features

from Cornell in the years before me as friends and role models—alums like Bill Eaton '61, Bob Alter '73, Rocco Angelo '58, Lee Pillsbury '69—and I continue to learn from them.”

Made for the job

“This is a very demanding, very results-oriented job, and I wouldn’t want any other,” said Kinsell. But then again, he was primed to love his profession from early childhood. “When I was six, I used to bop around the Clift,” he said, referring to the famous hotel built and owned by his great-grandfather (and now owned and operated by Ian Schrager’s Morgans Hotel Group). It’s no surprise that when he talks about

the job, he focuses on the community-building aspects of the work, the corporate culture, the staff-building in foreign countries.

These aspects also appeal to Haggerty, who talked about “authentic hospitality.” As he learned in making deals and pioneering innovative new brands in Asia, “This is people-driven work.” At Hyatt he has helped create a team culture, setting goals, providing resources to people in the field, and training employees in the fine arts of collaboration and accountability.

Turner grew up in and around golf clubs in his native England. As an impressionable adolescent, he thought

that being a club manager would be a terrific job—he could work on his golf game during the week when the club was slow and oversee dinners, parties, and events on the weekend. His parents moved to the States when he was 16, and two problems faced him immediately: the SATs and college. What *did* he want to be when he grew up? Fortunately, a guidance counselor suggested Cornell for club management, and his career evolved from there. He considers himself a risk-averse person and yet, he said, “If there’s one thing I tell our interns and recent grads, it’s take a calculated risk early in your career. Think big and always have a longer-term career strategy, get international experience, and be prepared to



Starwood's W hotel on Hollywood Boulevard

adjust your plans along the way as market circumstances change and unforeseen opportunities arise.”

What counts in the end

Randomness, real estate, mentors, trust, and a certain commitment to one company—these are some of the words that bubble up in conversations with these leaders of global development. They all have a lightness of being—a steady focus on how lucky they are to be doing what they’re doing that seems to come with a dose of humility and an openness to opportunity. This could be a function of the volatility they’ve experienced in their career years, fluctuations that likened the job to bronco riding. “I would not have been so presumptuous,” Haggerty said quietly, “to have prescribed my own career path. I always had a plan, but the plan changed every year or two.” Turner has a Charles Darwin quote in his office, something along the lines of “It’s not the strongest or the most intelligent who survive, but the most adaptable to change.” In Turner’s career, a period of wildly shifting markets, these have proven to be good words to live by.

All four subjects of this article recognize that personal relationships and trust become more and more important the higher you rise in a company and the more money there is at stake. “Ultimately, it’s easier to take risks when you trust the people you work with,” said Capuano. Kinsell left the hotel business to open a few restaurants, but it didn’t take him long to come back. “Outside the hotel industry it’s, well, not as nice,” he laughed. “Out there, it’s only about the money.”

The new kid on the block

Serena (Stein) Rakhlin ’04 was clearly thinking big when she walked into her interview last summer with Donald Trump. Was she nervous? Of course not. “Why hotels?” Trump asked his future vice president of strategic planning and hotel business development. “Because they’re sexy,” she answered.

Rakhlin is probably the most recent SHA alum to join the ranks of hotel development executives, but she is not the first woman in the group. Several alumnae helped pave the way for other exceptional women like her, including Ruth Ormsby, CALS ’80, MPS ’82, vice president for development at Carlson Hotels Worldwide; Ellen (King) Brown ’88, executive vice president for development at Denihan Hospitality; Amy (Broderick) King ’96, senior counsel for development at Hilton Worldwide; and Allison Rohn Hope ’04, director of hotel development for Virgin Hotels. Still, Rakhlin is one of relatively few women in the field. “Yesterday,” she related from Singapore, where she had gone to scout new deals barely a month after landing the job, “I went to a meeting—there were two other women there. Do you know how unusual that is?”

Rakhlin is the first person of either sex to occupy her position with the Trump Organization, a hotel upstart at the other end of a very wide spectrum from the likes of hotel corporate giants like Marriott, Hyatt, InterContinental, and Starwood. (The Trump Organization is not related to the company known for casino properties in Atlantic City.) She reports to Ivanka Trump, executive vice president of development and acquisitions, and also works closely with Eric and Donald Trump, Jr. “Trump Hotel Collection represents the next generation of luxury hospitality—our brand currently operates five iconic hotels, with properties in Panama and Toronto slated to open later this year,” she said. “I am focused on growing our international footprint, with a specific focus on Asia-Pacific, South America, and other emerging markets.

“This is my dream job,” she continued. “I travel to the world’s most desirable destinations, identifying management opportunities for a brand that is intriguing. I’m someone who loves adventure, loves deal-making, and I’m good at sleeping on planes.



It’s great not knowing what tomorrow will bring, but I am always confident that I’ll meet uniquely accomplished individuals with diverse backgrounds while learning about the world and myself in the process.”

After building a close relationship with Mary Tabacchi, SHA associate professor of food and beverage management, Rakhlin interned with the food and beverage department at Golden Door and then at Universal Studios Hollywood. “At the hotel school I took a lot of law classes but ultimately decided after graduation to go to PKF Consulting in Los Angeles, where I learned about feasibility, valuations, and working with developers and lenders,” she said. “I enjoyed the face-to-face work, and I became more and more fascinated with the art of the deal. I wanted to understand what drives a deal.”

An early job in the legal department of Starwood Hotels and Resorts exposed Rakhlin to licensing and management agreements. She later earned a *juris doctor* degree at Duke University School of Law and went to work as a real estate associate in the New York office of Skadden, Arps, Slate, Meagher, and Flom, a huge law firm. It wasn’t long before she realized that big law wasn’t where her heart was. “I wanted to use the thinking, negotiating, and deal-making skills I gained as an attorney,” she said. As the market crashed in 2009, Rakhlin the lawyer learned a bit more about foreclosures. “You learn more when you face problems than when things are dandy—I worked very closely with owners and lenders on commercial real estate deals gone sour.”

Rakhlin’s advice to other job seekers is this: “Tell people exactly what you are looking for; while you do have to pay dues, don’t just take whatever is handed to you. Be proactive, go to sleep every night and wake up every morning thinking about creating value, and execute with intention and integrity.”

Mirror on Japan: Reflections on perseverance

Many of the courses I teach in Boston College's MBA program involve bringing our students to Asia, either to consult with companies about their business practices or to visit firms in multiple Asian cities. I journey to Japan with my students every few years; my most recent trip was in 2009. I expected to return there this year, but in view of the unthinkable devastation caused by the March 11 earthquake, tsunami, and now Japan's resulting nuclear crisis, we've had to replace Tokyo with another city.

deep familiarity with the Japanese culture and work ethic, I strongly believe that the country can eventually recover. But for now, I earnestly hope that all of our friends are in good health, stable, and safe in the present day.

My love affair with Japan unofficially began when I was a freshman in Cornell's College of Arts and Sciences and my father advised me to study Japanese to satisfy my foreign language requirement. He believed the country was well on its way to becoming an economic superpower, and he reasoned that anyone with a functional language knowledge would be in a better position to be hired four years later. As an impressionable 18-year-old, I figured, "How bad could Japanese be?"

What started off as a lark quickly degenerated into a personal crisis of sorts. The grammar was backwards, compared with English, and who had time to study the *kanji* (漢字) characters? While I survived the first year, I received my worst grade ever in third-semester Japanese. I began reading the proverbial *kanji* on the wall and decided it was time to move on, and out!

A fraternity brother of mine, who was a Hotelier, suggested I take some SHA classes simply to try a partial change of academic scenery. The change did me good. The SHA courses were genuinely interesting and, given what was happening in the world economy, many of the finance courses kept involving Japan. At the same time, in Japanese class, the grammar began making a little more sense. I was really happy to receive a B- in the course at the end of my sophomore year.



Tokyo's Ginza district as seen from the Imperial Hotel

I have a 20-year relationship with Japan, and this catastrophe affects me as much on a personal level as it does professionally. My heart goes out not only to my own personal network, but also to the many Hoteliers and other Cornellians in Japan, and those with Japan connections. Given my

売は力なり

Perseverance is strength. ○

In order to properly matriculate into SHA, I had to log legitimate hospitality experience. I was able to get a summer job in my hometown, working nights at the Boston Marriott as a *maitre d'hôtel* in the house restaurant. One day, while cleaning up my room at home, my Japanese book fell from an upper shelf and hit me in the head. I was then struck (literally!) with an idea: I would spend my days that summer teaching myself how to read and write Japanese.

The next year, one of my SHA professors, William Kaven, recommended that I intern at a hot springs resort, or *ryokan* (旅館), on the Sea of Japan side of the country to see if I'd like the culture. What made this *ryokan*, the Hotel Hyakumangoku (ホテル百万石), unique to me was the strongly Japanese character of its daily operations. The "live to work" nature of the culture tended to limit the average vacation stay to less than 24 hours. Tour groups, composed of either entire company divisions of 45 to 50 people or their smaller departmental complements, would arrive in the early afternoon, spend the evening eating and drinking at a traditional Japanese banquet, and depart the next morning for the long bus trip back to Tokyo, Kyoto, or some other large metropolitan hub. If they got back in time, they might even return to the office that same day!

My job description was simple and straightforward: do whatever you are told! The specific responsibilities included setting up and breaking down banquet tables, shining the glassware, and organizing the silverware.

Viewed through the lens of a Japanese manager, this was the best approach any new employee could take, and it



Greg Stoller '91 introduces his former boss, Tomoaki Miyashin, to his students during a return visit to Tokyo's Imperial Hotel

was especially apropos for a lowly summer intern. In reality, the job was less about actually "doing" anything complicated as it was about learning the personalities, idiosyncrasies, and mindset of one's work group and its management team.

There's a Japanese saying that "the stake that sticks out gets hammered down." This view is meant less to squelch creativity than to reinforce the importance of the group over the individual. I'm proud to be an American and still relish the opportunity, even in Japan, to be myself and to bring fresh ideas to a discussion, but all has to be done in a culturally appropriate manner.

The Japanese understand the great power of a group working together; this is one reason why I'm so confident in their ability to recover relatively quickly from their present circumstances. This sense of collective responsibility is also

visible in the absence of looting throughout the earthquake-affected areas, a phenomenon that unfortunately wouldn't be surprising to witness in most other societies, but not in Japan, where few individuals would think to enrich themselves at the expense of others.

After graduating from Cornell in December 1991, I received a position as the first American ever employed as a full-time staff member of the Imperial Hotel (帝国ホテル) in Tokyo, an institution with over 100 years of history that represented the epitome of Japanese service. The transition into another Japanese organization became that much smoother, thanks to my summer investment of establishing solid relationships and working to truly understand the mindset of this previously foreign culture.

We were first moved to the Kamikochi Imperial Hotel (上高地帝国ホテル), near Nagano, the former Olympic site, and told we would "run" this small

hotel. The problem was how, exactly, to interpret the term “run.”

In the early 1990s, Japanese companies would hire over 100 people per year, the majority of them high school graduates. (The Japanese high school system is roughly equivalent to the U.S. four-year college system, and a high school degree carries more value there than in the U.S.) I was one of 23 college graduates in the group; the expectation was that we would eventually progress into upper management.

My Japanese was now good enough that I didn’t experience a translation problem as much as a growing awareness of the cultural divide, even among my Japanese colleagues. It was less an issue of whether we’d be promoted than of what that path might look like, or how long it might take. My path to promotion began with a job shoveling snow, cleaning the toilets, and doing the overnight bellman shift solo. But I took solace in the fact that everyone was treated in exactly the same manner, including my Japanese counterparts.

By the end of the summer we had returned to the main hotel in Tokyo, and I was again “promoted,” this time into the nicest restaurant, but as a food carrier who was prohibited from speaking with customers. To make matters worse, when I was asked to shine the glassware, my boss would examine each of the 24 glasses in the storage rack with a small, high-powered spotlight installed in the restaurant to accentuate the décor. If even one of the glasses had a water spot, all 24 had to be reshined.



Tokyo

Each night we had to serve our bosses dinner, clean up after them, and even get their bedding arranged in the basement of the hotel. Our accommodations two nights per week were in capsule beds, six-foot-long, cylindrical berths stacked three high and 24 wide, segregated by gender. We’d wake up early the next morning and serve breakfast to the customers. Each six-person team would act as a single group, and after our 24-hour split shift, it was expected that we’d go out and drink as a team, even if it was 11:00 in the morning. Such is the Japanese way.

About 18 months into my training, I was finally promoted, and this time by my measurement stick. I was made the first-ever non-Japanese assistant manager in the Market Development department, and I was entrusted with analyzing how to attract more foreign hotel guests and increase domestic use of the banquet facilities.

On the day that I made it out of training, the managers and staff who had treated me the worst seemed to bow the deepest in congratulating my success. In the same restaurant where, several months prior, I had not been allowed to speak to the customers, anything I needed when entertaining clients would now magically appear. I felt like I had truly become a part of the team.

As I was returning home to Boston in the mid-1990s, the world of Japan, Inc. was coming to a screeching halt. China and India were quickly rising, and Japan’s once revered economic policies were leading to deflation, toxic bank loans, and economic malaise. Or were they?

From a macroeconomic perspective, these statistics were real and couldn’t be ignored, but household savings rates were still quite high compared with

つて地固まる。

After the rain, earth hardens.

other successful countries, and GDP per capita still placed Japan among the top 30 countries in the world. My Japanese friends would waft between frustration and muted celebrations, but no one was ever truly unhappy.

These days I have the opportunity to view Japan, as one would study a series of time-lapse photographs, through my visits every few years with another group of MBA students from Boston College. The difference is that I can walk the streets, talk to the people and mentally chronicle what's changed since my last visit, as opposed to returning the album to its bookcase.

When I was working at the Imperial, a veritable sea of taxicabs would be waiting outside every night, jockeying to take "salarymen" who had missed their last train back to their homes. A \$200 fare for a 30-minute cab ride wasn't considered an unreasonable expenditure. Throughout the past decade of corporate layoffs and restructurings, demand for these late-night rides has waned. When I last visited in 2009, that sea of cabs had evaporated down to a river.

About five years ago, while visiting a factory two hours outside of Tokyo with my MBA students, I noticed rust on the guardrails of the highway for the first time. The contingent of Japanese, company-sponsored students who were once a fixture in our full-time MBA program have now ceded their places to enterprising young recruits from China, India, and other Asian ports of call. And in early 2011, Japan finally lost its place to China as the world's number-two economy. The yen-to-dollar exchange rate is now rapidly appreciating.

The devastation caused by the earthquake and tsunami that struck Japan on March 11 is horrific, to say the least.

Compounding the broad-scale human tragedy of those events, the Land of the Rising Sun has been hurled into an economic and environmental crisis that will have repercussions for the world at large.

We're all hopeful that Japan's nuclear problems will soon be contained and refugees returned to their homes or at least to some semblance of a normal life. These areas are obviously of paramount concern and should involve most of the mindshare, analysis, and time we devote to Japan in the months ahead.

But eventually the conversation thread will move to rebuilding. Can Japan do it? How will Japan do it? Is the "lost decade of the 1990s" going to rear its ugly head, but this time through far more serious problems, many of which are deeply rooted in infrastructure-related hurdles? In short, will we ever come to discover the "old" Japan again?

Certainly, Japan's road to recovery will be long and arduous. But unlike many of my friends and other business owners, economists, and academics, I'm still bullish on the country. Trying to put aside my emotional relationship with Japan and analyze it as objectively as I would one of my MBA student's newfangled business plans, I believe the sun will rise once more on a thriving Japanese economy.

The belief that "by working together we can achieve more" is deeply rooted in the Japanese psyche. Once health conditions improve, I can easily envision teams of people banding together, company by company and step by step, to collaborate in a gradual rebuilding of affected businesses, regions, and the economy.



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Gregory Stoller '91

I acknowledge that healing Japan's wounds won't be a short-term proposition, but how can you discount a culture whose products still work as well as they did when I bought them 20 years ago? Those same bosses and friends who deprived me of sleep to ensure that the glassware sparkled know the birthdays of each of our children and regularly send me emails to say hello. Loyalty, quality, perseverance, and hard work still have to count for something, despite the claims of the economic pundits.

頑張りましょう Let us endure!

Gregory Stoller is a 1991 SHA graduate and a graduate of the Harvard School of Business's MBA program. He's the owner of a Boston-based real estate holding company and a lecturer at the Boston College Carroll School of Management. He credits much of his initial success to the support and education he received at Cornell.

Cornell Hospitality Research Summit

Participation by Cornell alumni was instrumental to the success of the Cornell Hospitality Research Summit (CHRS), a major “thought leadership” conference inaugurated by the Center for Hospitality Research last October. The summit brought 225 top industry leaders and academic researchers, including 57 SHA alumni, to the Cornell campus to investigate the key issues facing today’s hospitality industry. The school’s graduates and faculty chaired six of the conference’s 20 breakout sessions and made 16 of the 58 seminar presentations.

Student volunteers were indispensable to the summit’s smooth functioning. SHA students managed the breakout presentations, assisted summit participants as needed, and contributed

the presentation summaries that are the basis of this article. Michael Dixon, PhD ’11 was especially instrumental, organizing transportation and assisting in many other capacities—including being one of the “top tweeters” for CHRS Twitter feeds.

CHRS topics covered such current industry concerns as sustainable operations, social media, and Internet analytics—all with a goal of promoting the industry’s continuing economic recovery. The impact of the Internet on the hospitality industry dominated many of the discussions and presentations, since so many hotel companies now rely on the Web to distribute rooms—often on sites managed by online travel agents (OTAs).

Matthew Arrants, MPS ’94, managing director of Pinnacle Advisory Group, chaired a session on OTAs and demand creation. Brian Ferguson ’95, MPS ’98, vice president of supply strategy and analysis for Expedia, outlined Expedia’s impact, noting that 127,000 hotels sell rooms on Expedia and Hotels.com and that the site sees 20 million daily rate updates. He advised hoteliers to list their properties near the top of Web searches, since 95 percent of transactions occur on Expedia’s first page listing.

Expanding on the aspects of opaque selling by OTAs, Jay Hubbs ’93, head of hotel supplier relationships for Hotwire.com, Expedia Partner Services Group, pointed out that OTA sites offer a specialty marketplace that is different from what a brand-loyal customer is looking for. In particular, the opaque sites like Hotwire (which sell hotels by location and not by name) appeal to the 20 percent of customers who are deal-oriented. Hubbs pointed out that this model expands a hotel’s distribution reach.

CHRS participants were particularly interested in methods for using the Internet to connect with customers—notably through social media. Kevin Jacobs ’94, senior vice president of corporate strategy and treasurer at Hilton Worldwide, chaired a session on next-generation social media. Explaining Hilton’s approach, he pointed out that the main strategy is to be consistent across the Hilton brands. Every Hilton brand has a Facebook page, and Hilton’s iPhone app will show users the location of all Hilton brands



Brian Ferguson ’95, MPS ’98, vice president of supply strategy and analysis, Expedia

in their vicinity. To ensure success with social media, Jacobs explained, Hilton employs a comprehensive set of tools, standards, and templates, and it maintains a best-practices website for all stakeholders, including team members, hotels, and franchisees.

Hoteliers continue to seek ways to tap into the wealth of consumer information available on the Internet. The challenge is to make sense out of unstructured data, as explained in a presentation by Kelly McGuire, MMH '01, PhD, who is with SAS's hospitality and gaming practice. She suggested the following four areas of focus for social media:

- Brand and market tracking (consumers' comments on a brand)
- PR and reputation tracking (journalists' and bloggers' comments)
- Customer feedback management (analyzing direct customer feedback)
- Online media analysis (Internet buzz and sources of influence).

Types of analytics include customer links to find out which people have influence (social networking analytics), content categorization to scan and organize information, and text mining to determine the major issues that people are discussing and how they are discussing them.

Hotel operators everywhere are seeking ways to operate more sustainably. Raj Chandnani '95, director of strategy at design firm WATG, explained how design contributes to sustainability. WATG has partnered with the California-based IDEO to create a sustainable but also luxurious new design called Haptik, from the



Stephen Brandman '85, co-owner of Thompson Hotels

Greek word for touch. WATG's award-winning design, developed in response to a competitive challenge from the U.S. Green Building Council, includes such elements as water and energy efficiency, atmosphere, and environmental quality. Chandnani explained that the key to Haptik was an integrated design approach that also focuses on financial feasibility.

Hotels that are already sticks and bricks can only focus on retrofits, of course. The Statler Hotel, under general manager Richard Adie '75, is acting as a laboratory for a sustainability project to determine guests' responses to energy-saving treatments. In a study sponsored by Philips, the Statler is testing different settings for guest room televisions and lighting. On balance, guests gave favorable reviews of the Statler's renovated rooms and did not notice the energy conservation treatments.

As a side note, the Statler Hotel, which recently won a Four Diamond Award from AAA, earned overwhelming approval for its food service and accommodations during CHRS.

Seeking to counteract the Internet's tendency to focus guests on price, hotel companies are working harder than ever to establish their brands. In a session he chaired on brand management, Stephen Brandman '85, co-owner of Thompson Hotels, explained that his company takes two related approaches to branding. First, there is the Thompson brand itself, but certain Thompson properties, most notably New York's Roosevelt Hotel, also have their own long-established brand. Furthermore, the Thompson Manifesto declares a set of dual purposes, including being "timeless and of the moment" and "contemporary and elegant." In that regard, Brandman stated that the key element of success is understanding customers. He added that branding is a mindset that is not just about a name, but expresses what a hotel provides its customers.

A session chaired by Ted Teng '79, president and CEO of the Leading Hotels of the World, focused on the rapidly changing aspects of customer satisfaction. As he summarized the presentation: "This is not your daddy's customer satisfaction." Part of a brand promise is the concept of building loyal customers, with the idea that they will repeatedly



Jan deRoos '78, MS '80, PhD '94, the HVS Professor of Hotel Finance and Real Estate, listens to a point made by Joel Eisemann, MPS '80, executive vice president for owners and franchise services and lodging development, Marriott International

purchase your product. Rob Rush '77, president and CEO of LRA Worldwide, illustrated the difference between satisfaction and loyalty with an example from market research that his firm conducted on behalf of NASCAR. NASCAR had discovered that even some satisfied customers were failing to renew their season tickets. Thus, as Rush explained it, the survey had to go beyond satisfaction to gauge customers' emotions. Using a set of questions to categorize customers, the study was able to identify both those customers who were not particularly committed to NASCAR and, on the other hand, those who were loyal enough to be advocates. Through such methodology it is possible to identify a firm's most profitable customers, the people to whom a branding strategy should be geared in order to inspire emotional investment in a firm.

Laurence Bernstein '73, managing partner in Protean Strategies, expanded on the role of emotion in purchasing experiences. His core concept was that hospitality firms deliver triggers to the guest experience rather than delivering the experience itself. As a result,

he explained, we cannot always be sure about how people will make choices, because the customers themselves aren't always sure. Although people behave as though they are loyal, that is not really the case. Behavioral economics tells us about people's behavior, habits, and self-expectations. They are averse to loss but not good at computation (so don't make them do the math). Contrary to what we all believe about ourselves, we are bad at predicting our own behavior but good at predicting other people's behavior. In prediction markets, with actual money on the line, people are motivated to be right when they know they will be rewarded for it. This is why prediction markets are effective.

Jim Coyle '87, president and founder of Coyle Hospitality Group, based his presentation, about the critical attributes that drive satisfaction and loyalty in spas and cruises, on his company's market research and mystery shopper programs. Overall, he said, personalization is key.

Some of his findings regarding spas:

- When asked about their worst spa experience, people talked about being in pain the next day.
- When asked about their best experience, it was the feeling of relaxation and the effectiveness of the treatment.

Looking at his company's cruise data, food and beverage service topped the lists of both positive and negative factors. Public areas and facilities, when they were not up to standard, were another negative, and some guests complained about being "nickel and dimed" by onboard revenue centers. On balance, the positives were stronger, including the top-quality entertainment and the overall atmosphere.

Mark Woodworth '77, MPS '78, president of Colliers-PKF Hospitality Research, presented a fairly upbeat projection of industry performance trends. With the recession abating, Woodworth pointed out that the worst year on record was behind us, but he still saw

potential headwinds against economic recovery, including elections, tax policy, high unemployment, housing weakness, and airline capacity constraints. In that regard, he pointed to a strong correlation between airline seats and occupancy in the top 50 U.S. markets.

Vivek Bhogaraju, MMH '06, senior manager of corporate business development at IDEaS Revenue Optimization (a SAS company), chaired a focused discussion on the future of revenue management. The session's key conclusion was that revenue management is being integrated into many aspects of hospitality distribution.

Jan deRoos '78, MS '80, PhD '94, the HVS Professor of Hotel Finance and Real Estate, invited two alumni to join him for a discussion of hotel valuation: Rod Clough '94, principal, HVS Dallas, and Joel Eisemann, MPS '80, executive vice president for owners and franchise services and lodging development at Marriott International. Clough and Eisemann agreed that values are increasing along with cash flows and room rates. Eisemann added that lenders view the hotel market favorably. Clough was concerned about individual appraisers, and he pointed out that valuation changes frequently. DeRoos concluded that the big challenge in valuation is forecasting cash flows, because that requires a high degree of expertise.

Keith Kefgen '84, CEO of HVS Executive Search, presented insights from his book (with co-author Jim Houran of 20/20 Assessment), *Loneliness of Leadership*. Based on his research, Kefgen said that, although leaders will always struggle with the balance of work and home life, he anticipates a bright and changing future for human resources. He added that the purpose-based economy is becoming more important than the money-based economy. That is, people will go to work because of what they want to do, rather than because of what they are paid. He expects leadership to become more collaborative and team-based, but it is still a lonelier position to occupy than most people expect or understand.

The next CHRS is scheduled for October 3–5, 2012. Speaking, presentation, and sponsorship opportunities are available now. Please contact

Melissa Carlisle, mlp1@cornell.edu or 607.255.1078, to be part of next year's conference.

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James Coyle '87, president and founder of Coyle Hospitality Group



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A message from the president

Welcome to the 82nd year of the Cornell Hotel Society. Throughout our long history we have been much more than a society of friends who get together to socialize in cities throughout the world. We as a Society have been student mentors and peer educators. We have raised funds for scholarships and other learning opportunities. We have shaped the hospitality industry and influenced other industries as well. We are a family unbounded by geography, age, income, race, or beliefs.



We are the original “social network,” a society that hundreds of alumni groups and other organizations strive to emulate. We are the Cornell Hotel Society.

Now more than ever is the time to ask yourself what your role in the Society is and how best to contribute to the future of this remarkable institution. Whether it's by reaching out to friends younger and older, offering jobs to those who may be in need, attending a local event even if it has “been a

while,” reading the latest issue of *Hotellie* magazine to reconnect, providing or redeeming a CHS member benefit, visiting campus to sit in on a class or see your favorite prof, paying your dues, or making a financial pledge of scholarship support... **be involved**. The Cornell Hotel Society offers a truly unique value proposition for every one of us. I urge every *Hotellie* to take a moment to consider what that relationship means to you and how best to strengthen that bond this year.

Before taking the reins of leadership in January, I reflected on how best to make this organization just a little bit better than it was when I assumed the honor. We have done great things throughout the history of the Society, and we will do many more. The CHS board is energized and excited to make 2011 a turning point in our history. In January we implemented a three-year strategic plan. Our objective for 2011 is to strengthen the value proposition for our stakeholders: CHS alumni, current students, faculty, and administrators. Our mission includes a detailed plan of priorities and objectives that will build upon the school's legacy, history, and culture of camaraderie. The cornerstones of this action plan are:

1. A commitment to our stakeholders focused on chapter programming, member benefits, chapter financial assistance, job placement, internships and mentoring, and industry-faculty partnerships;
2. An enhanced communications plan for our Society leadership, the Dean's Office, and our alumni;
3. Leadership accountability and training;
4. Our membership drive and scholarship fundraising.

Our board has the resources and energy to drive these initiatives. **Regan Taikatsadaporn '93**, our first vice president, has focused on increasing communications and training with chapter leadership and strengthening our bonds around the world. **Liv Gussing '92**, our new second vice president, has had a significant impact on the Society in her many roles since graduation. Treasurer **Steve Lipinski '72** has many initiatives in the works for the coming years. Past president **Deiv Salutsikij '71** will continue to advise the board. Regional vice presidents, chapter presidents and boards, and class directors provide great leadership on the ground and keep our network healthy and vibrant all around the world. And of course **Christine Natsios '85**, director of alumni affairs, works tirelessly to make sure your needs are addressed and that we maintain a robust organization and administration with over 60 chapters worldwide.

I would like to thank every member of the Society for your support, participation, and vision. I am truly humbled and passionate about being a member of the Cornell Hotel Society, and I look forward to sharing that connection with all of you this year and for many more to come. Feel free to reach me at any time with questions, comments, concerns, and ideas.

Best wishes,

A handwritten signature in black ink that reads "Mark BIRTHA".

Mark BIRTHA '94
President, Cornell Hotel Society
markbirtha@msn.com

Chapter events

AlpAdria

We fancied Geneva. We philandered with Verona. We could have had these beauties. But eventually we fell in love with ... Pörschach. For our late summer event we chose a location on the Austrian Riviera: Lake Wörthersee, one of the country's most picturesque lakes, where—rumor has it—with the change of the seasons, the high spirits of summer are replaced by the amiable companionship of autumn. With weather conditions ranging from rain to heavy rain (if you think it cannot get worse ...) we could definitely confirm that summer had gone. No later than meeting with Bossa and Nova were we also convinced that companionship was easy to find.

Apart from the stay at the newly opened Lake's—My Lake Hotel—the highlights of the weekend included a very special in-cruise edutainment program, a lunch at the Capella Hotel Schloss Velden, one of Austria's top-notch properties, and a very entertaining dancing lesson headed by our outgoing President Christophe.



Members of the AlpAdria chapter



The AlpAdria chapter spent a festive December evening in Vienna during their annual holiday event

The more serious parts of the meeting included, among others, the election of the new board members, with the following results: president: **Christian Walter, PDP '08**; vice president: **Michael Widmann, PDP '00**; secretary: **Claudia Glück, PDP '08**; treasurer and program liaison, Slovenia: **Tine Brodnjak, GMP '04**; program chairman: **Christophe Bergen '76**; communications chairman and program liaison, Hungary: **Imre Hild '97**; scholarship chairman and program liaison, Croatia: **Ivica Cacic, MMH '98**; program liaison, Italy and Malta: **Ulrich Demetz, PDP '94**.

We are already looking forward to the 2011 annual meeting in Bled, Slovenia. Stay tuned!

Year-end holiday cheer

With many thanks to **Arenda Weishaupt, MSILR '60 (Hon.)** in Switzerland and to the executive committee of the AlpAdria chapter in Vienna, the Zurich CHS AlpAdria Holiday Event in December was a great success! SHA grads, spanning many years of Cornell activity, gathered at the Hotel Widder in Zurich for a Swiss "apéro" followed by a short walk through the historic part of town for dinner at Contrapunto, one of the Bindella group's restaurants.

Participants included former EMEA region president **Pam Kessler '66**; Christian Petzold-Beck; **Arenda (Hon.) and Hans '64 Weishaupt**; **Elmar Greif, Aff.**; **Wolf Wagschal, PDP '96**; **John Rusterholz, GMP '03**; **Craig Armstrong, PDP '94**; AlpAdria chapter president **Christian Walter, PDP '08**; AlpAdria program chairman **Christophe Bergen '76**; newly nominated Swiss AlpAdria chapter liaison **Peter Penev '03** (former CHS Chicago chapter president); and special guests Christophe Zimmerli, LLM '00, Swiss Cornell Club president, and Elizabeth Koenig from Banfi wines (who generously contributed delicious Banfi wines to the dinner!). Joining the group towards the end of the evening was Andrea Joerger, marketing director for "The Circle" development project at the Zurich airport, who gave the group an informal presentation of the project's progress. It was great to see so many Swiss members active in the event. It was decided that the next AlpAdria chapter Swiss event would be in the French part of Switzerland next June. Watch for an announcement soon!

A snowy December evening in Vienna gave the CHS AlpAdria Chapter Holiday Event a festive flair! Chapter members and their guests gathered at the construction site of the Hotel



Alumni prepare for a morning treasure hunt and bicycle tour of Vientiane, Lao PDR during the 16th Annual CHS Asia Pacific Regional Meeting in October.

Shangri-La in Vienna for a tour led by Robert Hahn, project manager for the development company BAI. (Thank you, Robert!) After viewing public areas and several elegant “model” rooms and suites (due to be completed in March 2011), the group took a tramway ride on the historic Ringstrasse and a short walk to the Museum Quarter’s holiday market stands for a hot “Punsch”! A traditional Viennese dinner followed at Fromme Helene, one of Vienna’s oldest restaurants. CHS members included former EMEA region VP **Ivica Cacic, MMH '98**; **Teresita Leibenfrost '09**; veteran Hilton GM **Rico Ijssel de Schepper, PDP '72**; chapter president **Christian Walter, PDP '08**; chapter secretary Claudia Glück; program chairman **Christophe Bergen '76**; returning member Johann Pichler (Austria International Hotels); and their spouses/guests. At a short meeting following dinner, it was decided that chapter events would include a “Cornell Coffee Culture” event in Vienna, an event co-hosted by Cornellian **Michael Cortelletti, MMH '99** and Banfi Wines at “VinItaly” in Verona, and a Swiss member event in the French part of Switzerland next June. Announcements will appear on the chapter’s website soon!

Asia Pacific

Alumni gathered for the 16th Annual CHS Asia Pacific Regional Meeting in Vientiane, Lao PDR, last Oct. 7-10. The 57 alumni, affiliates, spouses, and friends enjoyed educational programs including a presentation by

host and event organizer **Peter Semone, MPS '94** of the work he is doing with the Lao National Tourism Administration. The group raised over \$12,500 for the Asia Pacific Regional Scholarship at the annual gala and live auction.

Chicago

The Chicago chapter gathered in September for the Third Annual Summer Barbecue hosted by **Michael '82** and Michele **Medzigian**. Over 40 members attended this great event, including visitors from Ithaca Jon Denison, associate dean for external affairs; **Cheri Farrell (Hon.)**, outreach ambassador; and **Christine Natsios '85**, director of alumni affairs. The barbecue was a great chance to meet new friends and catch up with old friends. Chapter president **Marc**



Brian Adelman '09, CJ Slicklen '09, and Associate Dean Jon Denison enjoy a perfect afternoon in Chicago

Smoler '03 led the efforts in the kitchen and prepared a meal to remember. Many thanks to our hosts and to **John Schafer '79** and Hyatt for contributions to the event!



*More than 40 members turned out for the Chicago chapter's Third Annual Summer Barbecue at the home of **Michael '82** and **Michele Medzigian**. The Medzigians are first and third from the left in the first row.*



The Finland, Russia, Baltics chapter met for breakfast this winter at the Hotel Seurahuone in Helsinki as guests of the Restel Hotel Group. From left: **Esko Paalasmaa '76**, **Pia Adlivankin '94**, **Jere Talonen, IMHI '97**, **Deiv Saluts kij '71**, **Martti Palonperä '77**, **MPS '94**, and new member **Riikka Itkonen-Moreau, IMHI '04**

Finland, Russia, and the Baltics

Ivica Caccic '98 and **Deiv Saluts kij '71** staffed the Cornell booth at two investment forums in October, the Russia and CIS Hotel Investment Conference in St. Petersburg and the Russia and CIS Hotel Investment Conference in Moscow. There they disseminated information about the degree programs and executive education at the Cornell School of Hotel Administration. Deiv reports that there is a great demand for hospitality education, especially executive education, in the former CIS countries.

Georgia

On Oct. 6 the Georgia chapter gathered in the opulent Wine Room at the St. Regis Atlanta for a "Big Red Event". Our host for the event was **Megan Gray '03**, director of food and beverage for the St. Regis.

Megan and her team put together a red-themed menu consisting of beets, salmon, tomato bisque, Kobe beef, watermelon, red potatoes, and of course, red wine. Preceding the festivities was the daily ceremonial champagne sabering (opening a champagne bottle by striking the cork with the back of a knife blade—see the video at



Last September's Atlanta Lodging Outlook drew 340 area hoteliers to the Grand Hyatt Buckhead for a seminar on the local and national economy and its anticipated effects on their industry.



Georgia's Big Red Event: from left, **Matt Walker '02**, **Maile Gilmore '99**, and **Meri Goldstein '04**, who organized the gathering at Atlanta's St. Regis Hotel

www.youtube.com/watch?v=nZQVvouxTSU.

A total of 30 Hotelies and guests attended the event, which was organized by **Meri Goldstein '04**.

On Dec. 12 the Georgia chapter gathered at the home of **Brooke '98** and **Christian '96 Hempell** for our annual holiday party. Assisting in the preparation of the event were **Garnie Nygren '05** and **Meri Goldstein '04**.

Forty-five Atlanta Hotelies and guests enjoyed a dinner and dessert buffet catered by the Castellucci Hospitality Group—**Fred Castellucci '07**, **Stephanie Castellucci '09**, and **Chad Crete '07**. Beer was donated by **Alan LeBlanc '84** (Max Lager's American Grill and Brewery), while **Garnie Nygren '05** (Serenbe) contributed the wine.

Joining us from Ithaca was Associate Dean Jon Denison. After Jon's update on happenings at the school, chapter president **Garnie Nygren '05** presented him with a \$10,000 check from the Georgia chapter for its scholarship fund.

Following the presentation, Garnie handed over the presidency of the chapter to **Meri Goldstein '04**. **Mark Newton '74** then repeated his role as Santa Claus during the annual gift exchange.

Atlanta Lodging Outlook 2010

On Sept. 1, 340 Atlanta area hotel industry professionals gathered at Grand Hyatt Buckhead for the 12th annual Atlanta Lodging Outlook breakfast seminar. Atlanta Lodging Outlook is organized by the Georgia chapter with promotional assistance from the Atlanta Convention and Visitors Bureau (ACVB) and the Georgia Hotel and Lodging Association (GHLA). Proceeds help fund the Georgia chapter's scholarship fund.

The seminar is designed to provide hotel managers with the information they need to prepare their marketing plans and budgets for the coming year. Accordingly, this year's panel was filled with speakers who presented plenty of valuable data.

Garnie Nygren '05 welcomed the attendees and then turned the proceedings over to the event's moderator, **Steven Nicholas '92**, principal and executive vice president of Noble Investment Group. Jim Sprouse, executive director of the GHLA, provided an update of the association's activities.

Alumni News

Opening the seminar were two economists. Tom Cunningham, PhD, vice president and associate director of research for the Federal Reserve Bank of Atlanta, shared his thoughts regarding the national economy. He was followed by Roger Tutterow, PhD, professor of economics with Mercer University, who focused on the metro Atlanta economy.

The second half of the program focused on the hospitality industry. Mark Sussman, director of trade-show sales for the ACVB, discussed the Atlanta convention calendar for 2011, while Steve Swope, chairman of Rubicon, presented information regarding the pace of leisure, corporate, and group bookings for the upcoming year. The seminar ended with market forecasts presented by Mark Woodworth '77, president of Colliers PKF Hospitality Research.

This year the Georgia chapter was honored to have Associate Dean Jon Denison join us from Ithaca.

Hawaii

The Hawaii chapter had a fashionably fun time over the holidays at the recently opened Edition Hotel in Waikiki.



HICAP dinner, from left: Hong Kong and Macao board members Terence Loh '97, MBA '06, Howard Ho '05, Evatania Rachmat, MMH '08, and Claire (YiWen) Hao, MMH '09 with guests Steve Carvell, SHA associate dean for academic affairs; Chris Chan, dean of the Cornell-Nanyang Institute; and Jon Denison, SHA associate dean for external affairs

The Edition is a new urban resort concept from Ian Schrager in partnership with Marriott International. It was great to see the Hawaii hoteliers out in force for cocktails, pupus, and dinner made by Morimoto's. Attendees were Jennifer '01 and Kelsey Chalaire, Eleni Hirasuna '98, Liana Kelley, Julie Morikawa '01, Mary Ann Berry, Jenn Chun '95, Donivee Laird, Ian Morikawa, Buck Laird '64, Matt Sodaro, Peter Fithian '51, Brady Chalaire, Dave Berry '59, Michael Leineweber, AAP '69, Spencer Leineweber, Kazuaki Nakano, Jill Lee, Michael Ragsdale, CALS '79, Matthew Meyers, CALS '98, Valerie Kono,

Jaqueline Brown, Lori Wong '77, Bill Farnsworth '69, and Kaiulani Piper '98.

Hong Kong and Macao

More than 50 people attended the Hong Kong and Macao chapter's annual Hotelie Dinner, held on Oct. 14 in conjunction with HICAP, Asia's largest hotel investment conference. The group was joined by special guests Steve Carvell, SHA associate dean for academic affairs; Jon Denison, SHA associate dean for external affairs; and Chris Chan, the new dean of the Cornell Nanyang Institute.



CHS Hawaii had some December holiday fun at Waikiki's new Edition hotel.



Nightcap with Regan Tai, from left: **Gary Lam '90**, **Ada Lo '92**, **MPS '93**, CHS first vice president **Regan Taikitsadaporn '93**, Darlena (Yue) Zhai '07, a guest, **Claire (YiWen) Hao, MMH '09**, a guest, a guest, and **Howard Ho '05**



Big Apple Update participants, from left: Leon Goldberg, director of sales and marketing, Marriott Marquis Times Square; **Brad Wilson '84**, COO, Denihan Hospitality Group; **Deniz Omurgonulsen '00**, vice president, membership development, Leading Hotels of the World; **Liz Schafer '84**, vice president, corporate sales–Americas, Oberoi Hotels and Resorts; **Maria Lowry '86**, director of market strategy–New York, Marriott; **Nina Kleiman '86**, senior vice president, hotelAVE; **Art Adler '78**, managing director and CEO, Jones Lang LaSalle Hotels; Mimi Sheraton, food critic; **Ted Teng '79**, president and CEO, Leading Hotels of the World; **Cherrie Bagwill '80**, executive recruiter, Schrier Wirth Executive Search

New York City

Second Annual Big Apple Update on Lodging, Restaurants, and Market Dynamics

Over 90 industry leaders gathered together for lunch at the Marriott Marquis on Oct. 1 to network and hear an impressive group of panelists discuss the state of the lodging and restaurant market in New York. This is the second year that the NYC chapter has showcased this event at the Marriott Marquis. Panelists included **Art Adler '78**, CEO for the Americas, Jones Lang LaSalle Hotels; **Maria Lowry '86**, director of market strategy and revenue manage-

ment, New York City Marriott and Ritz-Carlton Hotels; Mimi Sheraton, former food critic for *The New York*

Times, *Condé Nast Traveler*, and *Time* magazine; and **Brad Wilson '84**, COO, Denihan Hospitality Group. The panel was moderated by **Ted Teng '79**, president and CEO, the Leading Hotels of the World.

The event attracted a diverse group of attendees with representation from varied disciplines in the industry including operations (sales and marketing, revenue management, general management), acquisition and development, real estate, food and beverage, catering, and third party providers (consultants, architects, brokers, executive search). The attendees also spanned a wide range of years in the industry, with SHA graduates from 1964 to 2010.

The event was organized by the '80s Committee of **Cherrie Bagwill '80**, **Nina Kleiman '86**, and **Liz Schafer '84**. The committee's mission was to increase participation and attendance overall, especially among earlier graduates, at CHS NYC events. The committee has been quite successful in this endeavor with the creation of a breakfast series (hosted at Denihan Hospitality and then the Leading Hotels of the World), January 2010's Hotel Lenders Panel, and now the second annual Big Apple Update. Attendance at the panel luncheons has approached or exceeded 100, while the breakfast series events attracted capacity crowds.

Pan-Hellenic



Pan-Hellenic chapter, from left: **Evan Pezas '90**, past president and new EMEA regional vice president; **Themis Trakas '95** and his wife; a guest; **Angelos Seferiades '93**; new chapter president **Panos Panayotopoulos '91**; and **Yiannis Retsos, MPS '95**



*The Seattle chapter got together for dinner in January. From left, front: **Sam Noonan '03**, **Hande Ormen '02**, Hue McConnell, **Lauren Cairns '13**, **Ting Phonsanam '95**, **Rosalind Zhu '13**, **Mitzi Fritz '76**, **Todd Woosley '85**, and Julie Woosley; back: **Todd Edebohls '95**, **Drew Dawson '03**, **Alan Cohen '76**, **Larry Cantor '80**, and **Marvin McConnell '63***

Seattle

The Seattle chapter was excited to try the new seafood at Blueacre Restaurant with owner/chef Kevin Davis. The food was great, but the company was even better. The alumni in attendance were excited to hear the latest news from the hotel school with Lauren Cairns '13 and Rosalind Zhu '13 in attendance. It was a good start to the rest of 2011!

Singapore

To kick off 2011, the Singapore Cornell Hotel School got a group together and entered the Brown University American-Style Chili Cook-off sponsored by DUAL (Distinguished Universities Alumni League). The CHS Singapore chili team, Big Red Bold, won two out of the three categories—People's Choice and Best Theme/Costume—at the Jan. 16 event. The group consisted of **Adrien Desbaillets '04**, **Jonas Ogren '93**, **Michelle Ho '05**, **Andrea (Quach) Friedman '07**, and John Friedman, A&S '07.

South America

South American Hotel and Tourism Investment Conference (SAHIC)

The South America chapter organized a fabulous dinner at the Tcherassi Hotel in Cartagena, Colombia in conjunction with last September's South American Hotel and Tourism Investment Conference (SAHIC). Special thanks to **Ilan Segal '95**, partner at Tcherassi, for helping to organize the dinner.

Dean Michael Johnson was a featured speaker at the conference, which was organized by HVS Buenos Aires, now in its eleventh year of operations in the region. The conference drew more than 350 key industry representatives, including many alumni, who came from throughout North, Central, and South America as well as from several European nations to learn about unique opportunities for investors to tap South America's tremendous potential for economic growth. Over the years, SAHIC has become the most influential annual event in the hotel, resort, leisure, and related real estate development industries, including shared ownership, along with overall leisure and tourism development projects in South America and areas of influence in Latin America. Specialized networking has become one of the strengths of the event and one of the major reasons for attending this annual conference.

SAHIC 2011 will be held Sept. 21-22 in Santiago, Chile. All alumni are welcome



*Dinner at Tcherassi, from left: **Steve Rushmore '67**, **Julia Rushmore '96**, **Adam Shindler '03**, SHA director of development Meg Keilbach, CALS '88, **Edgar Garin '76**, **Jennifer Dohrmann-Alpert, MMH '02**, Jill Kobus Johnson, Dean Michael Johnson, **Diana Zepeda '06**, **Jason Cotter '03**, **James Erlacher '84**, **Roberio Basso, MMH '00**, and **Guido Salvatori, MMH '02***

to join the South America chapter at their annual dinner.

Westchester/Fairfield

The Westchester/Fairfield chapter came together on August 25 for a sunset harbor cruise aboard *The General* in Norwalk, Conn. Special thanks to captain **Sam Haigh '68** for making this event possible. The weather forecast was uncertain at first, but Mother Nature fully cooperated as the clouds and rain cleared out just in time for the event. Attendees enjoyed drinks, food, and conversation aboard the boat as it cruised through Norwalk Harbor with a Cornell Hotel Society flag flying from its mast. The SHA's **Christine Natsios '85**, director of alumni affairs, and **Sarah Perkins '05**, assistant director of development, came all the way from Ithaca to attend.

The Cornell Hotel Society: The Original "Social Network"

Get involved!
Stay connected!

Reach us at 607.255.3565;
hotelsociety@sha.cornell.edu; or
www.hotelschool.cornell.edu/alumni



All aboard: members of the Westchester/Fairfield chapter, ready to shove off for a cruise of Norwalk Harbor

Remembrance

| | |
|-----------------------------------|----------------|
| Curtis W. Lafey '40 | May 10, 2010 |
| V. Stewart Underwood '43 | July 11, 2010 |
| Philip B. Gibson '43 | Jan. 7, 2011 |
| Robert P. Bryant '44 | Sept. 6, 2010 |
| William Ebersol '45 | Dec. 9, 2010 |
| Ruth Wood Green '46 | Nov. 16, 2010 |
| Richard L. Raymond '47 | Oct. 9, 2010 |
| Viola K. Kleindienst '48 | Aug. 11, 2010 |
| Frank J. Thomas '49 | April 26, 2010 |
| John A. "Jack" Krieger '49 | Jan. 14, 2011 |
| John J. Carr '50 | Aug. 10, 2010 |
| Carl C. Parker '50 | Sept. 3, 2010 |
| Martin L. Horn, Jr. '50 | Sept. 17, 2010 |
| Paul Sonnabend '50 | Oct. 29, 2010 |
| J. William Keithan, Jr. '50 | Dec. 9, 2010 |
| George M. Bantuvanis '51 | March 31, 2011 |
| Robert E. Edmunds '51 | July 21, 2010 |
| Thomas C. Walsh '52 | Sept. 14, 2010 |
| Robert T. Harbeck '56 | Aug. 1, 2010 |
| Robert L. Marks '56 | Sept. 30, 2010 |
| Leonard V. LoBello '56 | Oct. 14, 2010 |
| Normand C. Cleaveland, Jr. '57 | Oct. 19, 2010 |
| Richard H. Squier '57 | Jan. 15, 2011 |
| Robert H. Huntington, Jr. '59 | July 26, 2010 |
| Anton W. Gotsche '59 | Oct. 15, 2010 |
| Harold J. Janson '60 | Feb. 27, 2010 |
| Carol Erdman Merkle '61 | Dec. 28, 2010 |
| Matti L. Sarkia '64 | Oct. 11, 2010 |
| Steven L. Kolt '64 | Oct. 22, 2010 |
| Donald B. Ross '65 | June 2, 2010 |
| Stern Feinberg, Jr. '66 | July 26, 2010 |

| | |
|---------------------------|----------------|
| John J. Todia '66 | March 2, 2011 |
| Richard K. Margolis '67 | Sept. 26, 2010 |
| Clinton L. Thomas '68 | Sept. 30, 2010 |
| Mark C. Allen '79 | May 18, 2010 |
| Henry G. Vickers, Jr. '79 | Jan. 10, 2011 |
| William A. Levine '85 | Aug. 13, 2010 |

J. William Keithan, Jr. '50, former interim dean of the School of Hotel Administration and a past president of the Cornell Society of Hotelmen, died Dec. 9, 2010 in Seattle, Wash. at the age of 85. Keithan served in the U.S. Army as a staff sergeant with the 42nd Rainbow Division, one of the first units to enter the Dachau concentration camp during its liberation. Following his graduation from Cornell, he joined Westin Hotels. He stayed with the company for 33 years, becoming senior vice president in charge of the design and construction of over 50 hotels around the world. In retirement, he consulted on several hotel projects, including the renovation of Statler Hall and construction of the Statler Hotel, and taught in the School of Hotel Administration. He served as SHA interim dean during the first six months of 1990. He was preceded in death by his daughter, Karen, in May 2010. He is survived by his wife of more than 60 years, Faye, and his son, John, both of Seattle.

Biking ac

ast year, in the midst of the job search frenzy of senior year, I came to a crossroads. I was going to endless interviews, but I was still uncertain of my career path. When one of my close friends at Boston University recommended a summer service program called Bike & Build, I immediately knew that I had to do it. Bike & Build was an opportunity for me to challenge myself while serving others, and it would provide time for me to think about my future. I decided to join 29 other young adults to complete a 3,860-mile, cross-country cycling trip from Providence, Rhode Island to Seattle, Washington. It would be the most influential summer of my life.

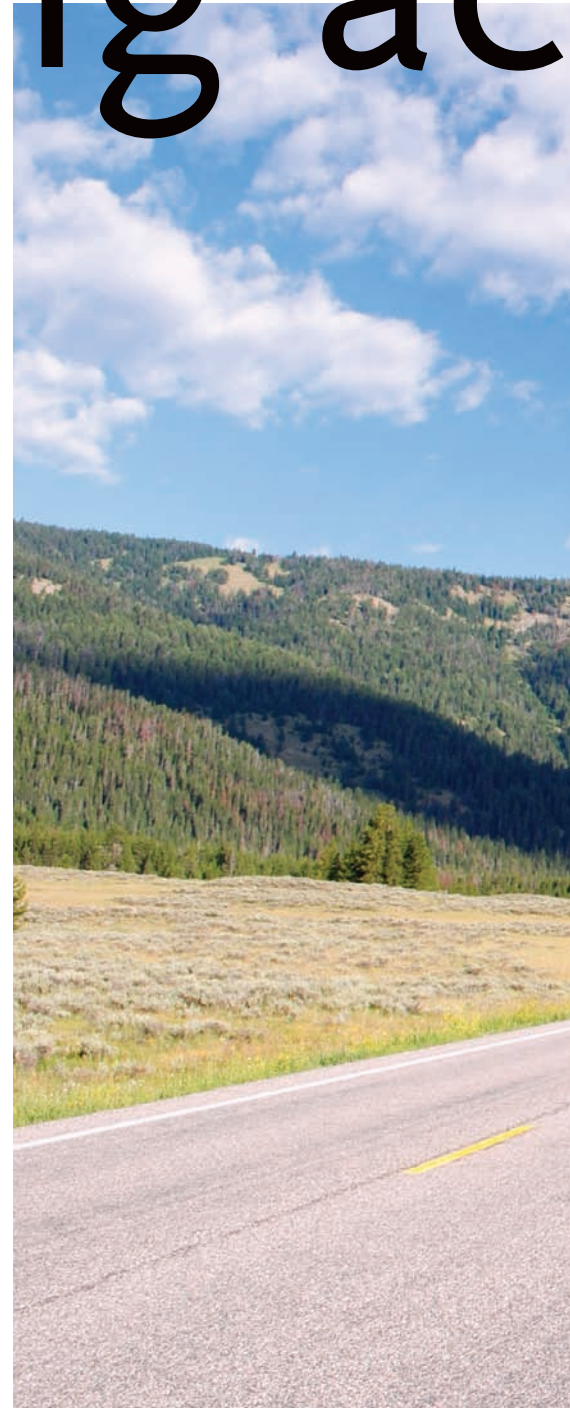
Before embarking on this journey, each participant was required to raise \$4,000 for the affordable housing cause, ride 500 miles, and work eight hours at a housing site as a down payment on the sweat equity. I was not an avid cyclist, and while the thought of riding across the country seemed exciting, it was also daunting. I joined the Cornell chapter of Habitat for Humanity to complete my work hours and started switching my daily gym workouts for bike rides. When our trip's team was finalized, I was happy to see a wide range of cycling skill from beginners to experts. I was also delighted to find two other Cornellians, Adrienne Carey, A&S '09, and Hassan Shalla, A&S '10, on the team.

Before I knew it, senior year was over and I was on a plane to Providence with the one duffle bag I was allowed to bring. Our orientation took place at Brown University, where we overtook the Hillel Center with our gear and bicycles. It was comical how quiet and shy we were. Little did we know how tight-knit we would become by summer's end.



Justine Avila '10

Photos by Chaz Firestone, Brown University '10



Riding through Dubois, Wyoming

ross America

A person wearing a backpack and a helmet is riding a bicycle on a paved road that stretches into the distance. The road is flanked by dry, yellowish-green grass and shrubs. In the background, there are steep, forested mountains under a bright blue sky with scattered white clouds. The overall scene conveys a sense of adventure and outdoor recreation.

**...the most influential
summer of my life.**



The team leaders celebrate reaching Puget Sound, Washington.

June 15 marked the day of our first ride, to Pomfret, Connecticut. There was a mixture of nervousness and excitement pulsating through our bodies as we scrambled to put on bike kits and head out. It was a short ride of only 42 miles, but I remember being exhausted, wondering how I was going to do this every day for the rest of the summer. Those first two weeks were the most physically challenging part of the trip. Our legs had to acclimate to cycling up mountains, and our backs had to acclimate to resting on sleeping bags. However, knowing that 29 other people were doing it, too, supplied ample motivation, and it all became manageable.

We quickly got into a synchronized routine. We would wake up between 5:00 a.m. and 6:00 a.m., get dressed, pack our bags, fill our water bottles, pump our tires, eat breakfast, and go over the route for the day. We would then split off into small groups of three

to four riders and head out on the road. At lunchtime, one of our leaders driving the support van would set up an endless supply of peanut butter and jelly at a park along the route. Then we would head back out on the road for the rest of the ride. At the end of the day, we would all meet at our host location, which was generally a church. We would then shower, clean our bikes, and prepare for the next day. We were split into chore groups to prepare dinner, take care of coolers, pack the trailer, clean up host locations, or do laundry. While we completed our chores, our leaders would discuss the routes for the following day. Lights-out came by 10:00 p.m., but most of us were asleep by that time.

Riding along for an average of eight hours per day, we got to know each other very well. Once we had learned about everyone's family and friends, conversations shifted to personal philosophies, hopes for the future, or political opinions. On any given day we would play games or sing as we rode. If we weren't talking,

singing, or laughing, we were gazing at all of the beautiful scenery. We biked through the Catskill Mountains in the East and cornfields in the Midwest.



The riders worked at five Habitat for Humanity sites, including this one in Youngstown, Ohio.



Jackson, Wyoming



Taking a roadside break



Group hug at the top of the Teton Mountain Pass. Avila (in red cap) is at center.

Almost a month and a half later, we reached South Dakota. By that point, I had started believing that we were making an impact. We had biked 2,000 miles and worked on five homes for Habitat for Humanity.

On July 20 we were in Winner, South Dakota. The day began like any other on the trip, with an early start for a 112-mile ride. One of our leaders, Paige Hicks, and another rider were assigned to be “sweeps,” meaning that they would cycle at the end of the pack to ensure that everyone was accounted for. It was an extremely hot day, but we all made it to our lunch stops.

About 12 miles from the host location, my group caught up with another group, which had pulled to the side of the road. They had received a phone call telling them that Paige had been hit by an oversized truck; she died upon impact. At our host location we all gathered in one room and wept through the night and into the next morning.

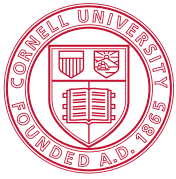
That day changed our journey and each of our lives forever. Paige’s death so greatly defied nature that it shocked us and broke our hearts. Death is expected with age, but not with youth and endless opportunity, and not with a member of our Bike & Build family.

After attending the memorial service in her hometown of St. Louis, we decided to finish our ride and dedicate it to Paige. Getting back on my bicycle was one of the most difficult things I had ever done. I was scared, and I had never experienced the death of a loved one. There is a well known saying that every cloud has a silver lining—my group was my silver lining. We supported each other in every way possible and grew through that emotional experience to complete the ride to Seattle.

Today I think back to last summer with a heavy heart and a smile. Yes, I biked across America, but in essence, that was the least of it. Paige will forever be inspiration for me as I try to honor her life and death by aiding the world around me.

The School of Hotel Administration stresses the importance of connections with people. As I go through life and make more friends, I view those connections as a process by which my family circle grows. My four years at Cornell extended my family with a group of life-long friends. This past summer my family grew to include 29 more people, but one of them is watching down on me from above.

**What’s your idea of adventure?
If you would like to share
your journey in *Outposts*, please
submit your idea and a sample
photo to Jeannie Griffith at
jt40@cornell.edu. Faculty, staff,
students, and alumni are all
invited to contribute.**



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